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USAID|PAKISTAN: FIRMS PROJECT

ANNUAL PROGRESS REPORT – I
JULY 30, 2010



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USAID|PAKISTAN:FIRMS PROJECT

ANNUAL PROGRESS REPORT – 1 (MAY 2009 – JUNE 2010)

Contract No. EEM-I-00-07-00008-00 FIRMS Project

JULY 30, 2010

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ACRONYMS

ADB	Asian Development Bank
ADR	Alternate Dispute Resolution
ADS	Automated Directives System
AOTR	Agreement Officer's Technical Representative
AR	Annual Report
BDS	Business Development Services
BEE	Business Enabling Environment
COP	Chief of Party
CIPE	Center for International Private Enterprise
CRISP	Community Rehabilitation and Infrastructure Project
CSF	Competitiveness Support Fund
DQA	Data Quality Assessment
DSM	Demand Side Management
EEC	Energy Efficiency and Capacity
EG	Economic Growth
EP	Energy Policy
ESCOs	Energy Service Companies
F	FIRMS
FDI	Foreign Direct Investment
FSN	Foreign Service National
FY	Fiscal Year
GDP	Gross Domestic Product
GIS	Geographical Information System
GOP	Government of Pakistan
IDP	Internally Displaced Person
IMF	International Monetary Fund
IP	Implementing Partner
IR	Intermediate Result
IT	Information Technology
J	Jobs
LB	Livelihoods Baluchistan
M&E	Monitoring and Evaluation
MFI	Micro-Finance Institution
MSE	Micro and Small Enterprises
MSI	Management Systems International
N/A	Non-Applicable
NGO	Non-Governmental Organization
P	Performance
PC	Program Component
PSD	Private Sector Development
RFP	Request for Proposal
ROZ	Reconstruction Opportunity Zone
SO	Strategic Objective
SOW	Scope of Work
T	Trade
TBD	To Be Determined
US	United States
USAID	United States Agency for International Development
USG	United States Government
WB	World Bank

PROJECT OVERVIEW

PROJECT BACKGROUND

The \$89.7 million FIRMS Project commenced in May 2009 as a key implementer of USAID/Pakistan's Economic Growth strategy. Chemonics International is the project's prime contractor. Pakistani subcontractors include Cogilent Solutions, Fincon, Innovative Development Strategies, and Semiotics. The U.S. subcontractors are Development Infostructure, Dexis, The Kaizen Company, Making Cents International, and O'Brien & Associates International. The project is based in Lahore with satellite offices in Karachi and Islamabad. Future offices planned in Peshawar, Quetta, and possibly other locales.

The objective of the FIRMS Project is to improve government service delivery and develop dynamic, internationally competitive firms to accelerate sales, investment, and job growth to undercut the basis of extremism. Implementation will focus on economic sectors with potential for near-term economic impact in districts that are at risk to extremism in the NWFP (with focus on Swat and Malakand), Southern Punjab, and Northern Sindh.

The project's implementation strategy is organized around the following core themes:

- Rapid response to opportunities that promote, expand, and accelerate near-term domestic and export market-driven sales growth leading to immediate job creation in vulnerable areas.
- Implementation in partnership with local public and private institutions, including private firms, with particular emphasis on showcasing improved delivery of government services
- Gender integration into all aspects of implementation

The FIRMS Project implements through three complementary technical components:

Private Sector Development: This component focuses on enhancing the competitiveness of targeted economic sectors by identifying and removing constraints to investment, sales, and job growth. Interventions include technical assistance; training; commodities; and grants aimed at improving sectors' market linkages, technologies, workforce skills, access to financing, achievement of international standards and certifications, and other key elements of enhanced competitiveness in international and domestic markets.

Business Enabling Environment: This component focuses on improving the business enabling environment generally and for targeted sectors, improving government service delivery through improved planning and budgeting; international best practice policy reform; and streamlined regulations and procedures at the national, provincial, and district levels. Project interventions will reduce the cost of doing business, increase ease of access to government services, and develop government capacity to provide citizen-centric services.

Business Development Services: This component develops quality business support services for firms in targeted sectors by establishing a franchised system of local service providers to deliver interventions to public and private clients in both of the two technical components above.

Each component will act as a catalyst in support of local public and private counterparts to accelerate market driven change in vulnerable areas. A modification was received on July 14 2010, which has adjusted this description of the project overview slightly and will reflect in future reports.

PROJECT TASK CHANGES SUMMARY

N/A: Subject to Work Plan Approval/Modification

PROJECT FINANCIAL SUMMARY

Contract No.:	EME-I-00-07-00008-00
Date of Issuance of Task Order:	07 May 2009
Total Potential Task Order Amount:	US\$ 89,753,164.00
Amount Obligated Under Task Order:	US\$ 18,000,000.00
Total Project Funds Expended To Date:	US\$ 14,989,108.12
Project Funds Expended During Quarter Four:	US\$ 5,797,157.23
Project Funds Allocated for the Next Quarter:	US\$ 3,500,000.00
Project Funds Allocated for Next Year:	US\$ 15,500,000.00

PROJECT FUNDS EXPENDED DURING REPORTING YEAR (MAY 7, 2009 – JUNE 30, 2010) ON LOCAL INSTITUTIONS AND STAFF

Description	Funds Expended (in US\$)			% of Overall Total			
	Local Service Providers	Local Staff	Local ODC*	Local Service Providers	Local Staff	Local ODC	Total
During the reporting year, project funds expended in Pakistan on local institutions and local staff	3,294,289.68	868,746.74	4,477,515.49	22%	6%	30%	58%

PROJECT FUNDS EXPENDED DURING QUARTER IV ON LOCAL INSTITUTIONS AND STAFF

Description	Funds Expended (in US\$)			% of Overall Total			
	Local Service Providers	Local Staff	Local ODC*	Local Service Providers	Local Staff	Local ODC	Total
During the reporting quarter, project funds expended in Pakistan on local institutions and local staff	1,548,273.14	266,245.76	1,316,028.57	27%	5%	23%	55%

Figure 1: Percentage of Pakistani and Non-Pakistani Expense by the Project for the Reporting Year

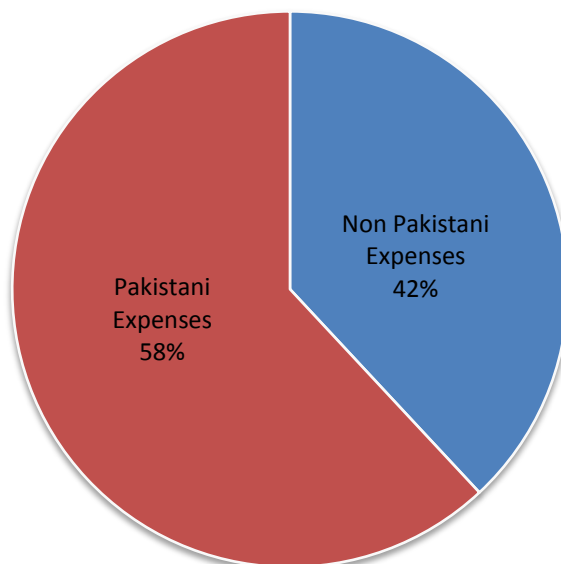


Figure 2: Percentage of Project Funds Expended in Pakistan on Local Institutions and Staff for the Reporting Year

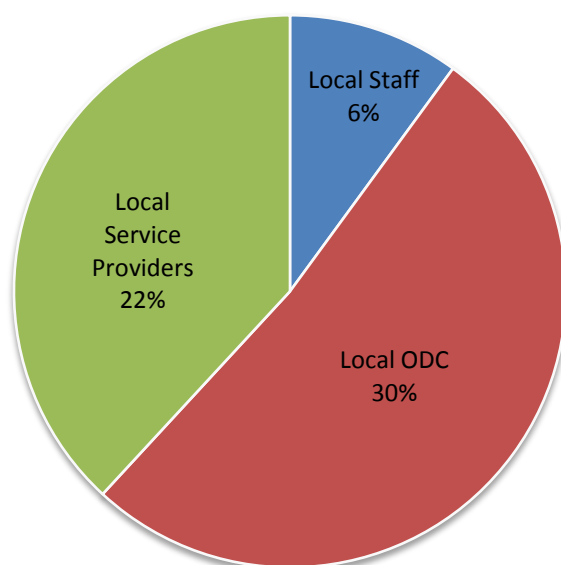


Figure 3: Percentage of Pakistani and Non-Pakistani Expense by the Project for Quarter IV

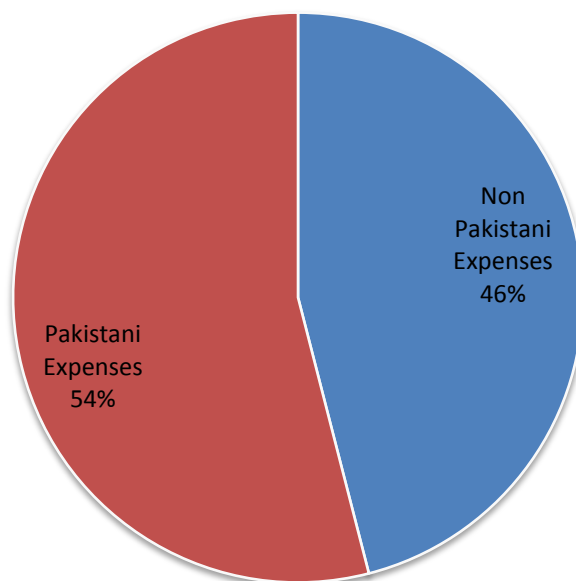
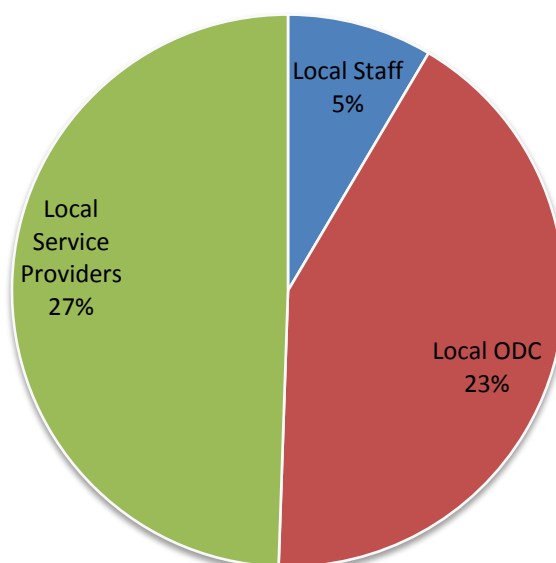


Figure 4: Percentage of project funded expended in Pakistan on Local Institutions and Staff for Quarter IV



PROJECT HIGHLIGHTS

NATIONAL HIGHLIGHTS

- Pakistan Handmade was a three-day international trade event held June 25-27, 2010 that included a fashion show, trade exhibition, and buyer roundtable designed to help women-owned SMEs reach Western markets and showcase products in the garment, accessories, and home décor sectors. This event was the culmination of FIRMS Project's market readiness program to help women business owners in Multan, Karachi, Islamabad, and Lahore build and expand their businesses through export sales. FIRMS conducted an in-bound buyers' trip for 14 U.S. wholesalers, including Ten Thousand Villages, Global Sister Goods, One World Projects, World Shoppe, and Charity USA to explore developing long-term relationships with exhibitors. While many of the participating businesses have sold internationally, this opportunity was designed as a way to build long-lasting relationships critical to sustaining business expansion. In preparation for this event, participants received technical assistance and training through the Market Readiness Program. The 24 participating SMEs employ 17,711 workers out of which 14,359 are women. Average sales (domestic and export) have increased by 17.7% per businesses, and the anticipated increase is 1052.2% per business. Initial orders in excess of \$300,000, resulted in 37 jobs being created by the SMEs. Anticipated first-year orders are in excess of \$1 million. The four interns that were engaged to assist the women-owned SMEs with product development have found permanent employment. In the first year 2,205 jobs are expected to be created as result of Pakistan Handmade. This event also resulted in extensive positive media coverage for USAID.
- A four-year mango sector strategy has been developed with the support of the international mango expert, Dr. David Picha, who has been very closely working with critical sector players in Southern Punjab and Sindh in understanding the gaps in the entire value chain. The first part of the activity culminated on August 21 in Multan with a seminar sponsored by two mango associations (Mango growers Associations, Pakistan and Multan Mango Growers Association) and 40 participants representing the value chain.
- The Mango MUAVAN Program was launched in response to the four-year strategy formulated by Dr. David Picha in collaboration with the Mango Growers Association Pakistan and the Multan Mango Growers Association. The Mango MUAVAN Program will allow the Pakistani mango sector to enable members of the sector to meet the requirements of major supermarket chains in the Middle East, Europe, and the United States. It will also provide buyer-seller linkages and on-farm support in agronomy, de-sapping, and infrastructure on a cost sharing basis as well as advice in compliance with international standards (e.g. GLOBALG.A.P certification), packaging and shipping. The objective of the Mango MUAVAN Program is to assist mango export-oriented farmers to overcome the constraints to increased exports by sea to the major European supermarkets. Increased trial shipments will be supported in the 2010 mango season;

however, the program will be continued throughout the life of the FIRMS Project. The FIRMS Project has also stepped into mango value added product development activities under the umbrella of the Mango MUAVAN Program. FIRMS Project hired a dried mango expert to conduct a feasibility study and business plan that comprehensively demonstrated profitable commercial opportunity for entrepreneurs, particularly women, in dried mangos and other horticulture products in an industry where women currently are not well-represented.

- The Mango MUAVAN Program Trial Shipment Agreement (TSA) has been signed between two major privately owned farms (Ali Tareen Farm and JDW Orchards) and FIRMS Project to send varieties of mangoes to the mainstream European markets. This provided an opportunity for the farmers to send premium quality mangoes to identified buyers in the EU instead of selling their produce locally. A successful sample shipment of Sindhri from Ali Tareen Farm reached Univeg, TotalExotics and Wealmoor on Saturday June 26, 2010. This is the first time that these buyers have received Pakistani mangoes and the overall feedback from all three buyers was very positive. The quality of the mango was far superior to anything they have seen in the market. Compared with fruits from other origins, the importers have rated Pakistani mangoes as 3+ or 4 out of 5. Tesco, UK's largest supermarket chain is very interested in including Pakistani mangoes as a product line in their stores. A total of six sea shipments to the European mainstream market are planned in the upcoming quarter as well as a shipment to Singapore.
- Eleven Pakistani growers and exporters attended Fruit Logistica 2010 in Berlin, Germany, the world's leading trade fair for the fresh fruit and vegetable produce. It provided an excellent opportunity for the Pakistani progressive growers and exporters to establish worldwide business contacts/linkages with horticulture experts, and research & training institutes as well as major companies that engage in assisting developing horticulture sectors reach export quality standards.
- Nine progressive mango farms in Punjab have signed the Infrastructure Up-gradation Agreement (IUA), under which the mango farms will construct a packing house and building for a blast chiller and cold storage as part of their cost share, while FIRMS will deliver a 25-ton cold storage, blast chiller, a mango processing line (including hot water and grading), de-sapping equipment, pruning tools and harvest aides. Ali Tareen Farm, a partner in the Mango MUAVAN Program, is the first to have completed the recommended post-harvest infrastructure that also includes the packing house building, the mango processing line and cold storage. All the remaining farms are expected to complete theirs before October 2010. The infrastructure development will enable the farmers to meet the requirements of major supermarket chains in the European market and increase the quality and shelf life of their produce, thereby enabling them to export Pakistani mangoes at competitive rates.
- In order to get more mango farms in Pakistan GLOBALG.A.P certification, FIRMS Project has signed a Mango GLOBALG.A.P Agreement (MGA) with 10 farmers of Sindh and Punjab province. Six farmers are from Punjab while four are from Sindh province. Technical Field officers have been hired for these farms to assist them in implementing

GAP (Good Agriculture Practices) practices which would help these farms attain GLOBALG.A.P certification.

- FIRMS Project is assisting PARAS Foods Pvt. Ltd. in upgradations to receive international certification as a prerequisite for exports to the US. Marc C. Gilkey, APHIS Regional Head (South Asia), along with FIRMS Project visited PARAS Foods (upgraded with FIRMS Project's assistance) to pre-inspect the irradiation facility for eventual certification. PARAS Foods Pvt. Ltd. is a joint venture of Pakistan Horticulture Development & Export Company (PHDEC) and Pakistan Atomic Energy Commission (PAEC). The Secretary of Agriculture, Government of Punjab, appreciated FIRMS Project's Mango MUAVAN Program, as there is a dire need for infrastructure development in order to market good premium quality mango domestically and internationally. The Punjab government plans to replicate the irradiation facility in the vicinity of Multan and Karachi, as they are the main producing hubs of mango.
- The U.S. market, the world's largest, offers potential for Pakistani mangoes. However, prior to some recent developments entry into the US markets required that mangoes shipped from farms and packing houses be irradiated. No fresh fruit and vegetables from Pakistan were allowed into the U.S. because the country has no irradiation facility approved by USDA/APHIS. PARAS is Pakistan's first facility to provide irradiation services for food products. FIRMS Project hired two local consultants to develop a marketing strategy and an execution plan for the strategy. If implemented by PARAS using best practice corporate systems, processes, managerial practices, and appropriately hired, qualified personnel, the strategy will help to ensure the facility's financial sustainability. The consultants are meeting internal and external stakeholders and will be presenting the draft report of their strategy on July 24, 2010.
- The United States Department of Agriculture (USDA) and FIRMS Project supported the visit of six Government of Punjab officials to the United States to further work in exporting Pakistani mangoes to the U.S. The delegation met with Senior Import Specialists Ms. Donna West and Ms. Michon Oubichon, to discuss the APHIS (Animal and Plant Health Inspection Service) regulatory process, domestic irradiation of imported products as well as the U.S. market scope for Pakistani mango. During the tour, the Framework Equivalency Work Plan (FEWP), that paves the way for the use of irradiation to safeguard imported fruits and vegetables against quarantined pests was updated and signed between APHIS and NPPO (National Plant Protection Organization) Pakistan.
- FIRMS Project coordinated and facilitated the USDA/APHIS fact-finding mission of Dr. Syed Anwar Rizvi, USDA Senior Plant Pathologist, to analyze current gaps in the mango sector that must be addressed in order to export Pakistani mangoes to the U.S. This series of meetings with mango sector stakeholders in southern Punjab, Karachi, Central Sindh, and Islamabad included growers, government ministries, research and other support institutions, and private and public sector experts and officials, including the Secretary of Agriculture, Special Secretary of Agri-Marketing (Government of Punjab), Director General of Agriculture (Government of Punjab), the federal Secretary of Agriculture, and the leadership and other representatives from PAMCO (Punjab Agri-

Marketing Company) and PHDEC (Pakistan Horticulture Development and Export Company).

- A three-year Phase I dairy sector strategy has been devised for the dairy sector with the help of international dairy expert Gabriel Pascual who met with critical players of the dairy sector in Punjab and Sindh from February 9, 2010 to March 5, 2010. The consultant had a total of 60 meetings and 70 interviews after which he devised a detailed strategy for the sector. If successfully implemented, the strategy will help animal production yields, increase income for rural farmers, increase sanitary production and processing of milk, incorporate women into the value chain and help in implementing good farming practices for farming, animal husbandry, milk production and milk products processing and handling.
- A three-year Phase I leather sector strategy has been devised for the leather sector with the help of international leather expert James Parchman who met with the key players of the leather sector in Punjab, Sindh and KPK from February 27, 2010 to June 15, 2010. The report depicts the current situation of Pakistan's leather industry in the major "at risk" districts of the country and recommends strategies and an implementation process designed to increase industry competitiveness in domestic, and international markets.
- A three-year gems and jewelry sector strategy has been devised for the gems and jewelry sector with the help of international gems and jewelry expert Gordon Studebaker who met with critical players of the gems and jewelry sector in Punjab, Sindh and KPK from January 4, 2010 to April 8, 2010. The strategy focuses on improving market linkages, improving the skill level of workers involved, working on price and quality competitiveness, bringing in better promotional methods, enhancing female participation and bringing policy reforms.
- FIRMS Project participated in the DAWN International Travel & Tourism Show 2010 to promote tourism in the conflict-affected district of Swat. FIRMS Project supported Sarhad Tourism Corporation, Gandhara Art & Culture Association and Aik Hunar Aik Nagar to participate in the DAWN News International Travel & Tourism Show on May 9-10, 2010 at the PC Hotel in Karachi.
- FIRMS Project organized Pakistan Handmade, an exhibition and fashion show at Serena Hotel in Islamabad featuring women-owned small-to-medium sized enterprises (SMEs) in the garment, accessories and home décor sectors. The event provided an opportunity for FIRMS Project Market Readiness Program (MRP) participants to showcase results of their product development process and to receive feedback from international buyers and customers and purchase orders from the international buyers.
- FIRMS Project intensively engaged with PaRRSA (Provincial Reconstruction, Rehabilitation and Settlement Authority) and USAID for rehabilitation of Malakand Division. The FIRMS Project, in coordination with USAID-funded JOBS and ENTREPRENEURS programs and PaRRSA, have developed a comprehensive activity plan to support PaRRSA in three areas for revitalizing economic growth in Malakand through a) Financial support to rehabilitate and recapitalize conflict-affected small and

medium sized business enterprises b) Technical support to help attract investment and rehabilitate commercial infrastructure c) Capacity building for PaRRSA to develop strategies, formulate policies, and plan/implement development projects that can stimulate economic growth. This plan was approved by PaRRSA and USAID. The expected impact of this programming is the reconstruction and recapitalization of over 1,000 small businesses, retraining and employment of up to 1,600 workers, and the improvement of livelihoods for at least 7,000 micro-entrepreneurs affected by terrorist activity.

- The FIRMS Project Market Readiness Program (MRP) was born out of the need to strengthen the foundation of women-owned SMEs to enable business expansion through export sales. FIRMS Project worked with 22 women business owners, identifying individual and collective constraints to business growth, and conducted six weeks of training and one-on-one assistance in the areas of product development, costing and pricing, and customer relations skills, which are required to create internationally competitive firms. Participants in the garment sector also received training in garment construction and sizing that are required to successfully adapt to western markets. The program has assisted these businesses make the leap from informal suitcase exporting to organized, formal exports. Participating businesses collectively employ 18,000 rural and home-based workers from Punjab and Sindh who have few other options for income.
- Supporting Institutions Initiative: FIRMS Project worked with eight supporting institutions (universities, associations and chambers of commerce) to help them align services with the needs of stakeholders in order to increase women's economic participation while ensuring services are financially sustainable. The initiative provided intensive technical assistance to help the institutions better understand their members' profiles, identify stakeholder needs, develop meaningful services in response to those needs, articulate organizational mission, and increase membership involvement resulting in expanded capacity and organizational sustainability. Participating organizations include Sindh Women's Chamber of Commerce (SWCCI), Karachi Chamber of Commerce and Industry (KCCI), Islamabad Women's Chamber of Commerce and Industry (IWCCI), Lahore Chamber of Commerce and Industry (LCCI), IBA Sukkur, IMSciences, Sardar Bahadur Khan Women's University, and National Association of Business, Professional and Agricultural Women Pakistan (ABP&AW).
- Family Appreciation Programs were conducted in Islamabad, Multan and Karachi in collaboration with the Islamabad, Southern Punjab and Sindh Women's Chambers of Commerce and Industry to increase the socially enabling environment for women. Family support is widely recognized as the number one factor contributing to Pakistani women entering and succeeding in the workforce, and family discouragement is widely recognized as the number one detractor. The Family Appreciation Programs gave public recognition to families particularly supportive of women entrepreneurs, publicly demonstrated the benefits to the families' welfare and prestige, and created role models for others to follow. The program's goal is to inspire more families to support their female family members in business, and for the families to acknowledge and share the

benefits that come with it.

- The FIRMS Project Gender Strategy was drafted to provide a roadmap to achieve project objectives of allocating 25% of project budget to gender initiatives, increasing women's economic participation by 25% and increasing business competitiveness in Pakistan. The strategy describes the complexities of women's economic participation, outlines an approach to increasing private sector competitiveness driven by high-value female employees, expansion of existing women-owned businesses and a socially enabling environment for women's economic empowerment. The strategy provides recommendations to increase women's economic participation within the IT, dairy, mango, dates, garment and handicraft sectors and within the timeframe of the FIRMS Project. The strategy is currently being reviewed internally and will be submitted to USAID for approval in August, 2010.
- FIRMS Project's interventions in the marble sector focused on initiating and facilitating a fruitful dialogue between the marble industry and the Trade Development Authority of Pakistan (TDAP). The aim was to facilitate the implementation of the inland freight equalization scheme intended to create a level playing field for the various types of dimensional stone, enabling greater market access and providing a competitive edge to stone processors. In this regard, FIRMS Project was instrumental in including key marble sector products (roughly squared blocks) into the ambit of the existing freight equalization incentive being extended by the Ministry of Commerce; thus effectively providing international market access to all marble quarrying and processing clusters located upcountry. In addition to the above, FIRMS Project will continue to work with the Ministry of Commerce and the Trade Development authority of Pakistan to streamline and automate business processes for the incentive and reduce time and cost of the process.
- FIRMS Project developed a franchise model to address Business Development Services (BDS) delivery gaps to small and medium enterprises (SMEs) in urban and rural districts in Pakistan. FIRMS Project was in the process of introducing this program to raise service quality of BDS providers while improving their outreach to SMEs. This program, named BDServices™, aimed to introduce training initiatives to BDS providers who are associated with the brand as franchisees. Franchise consultant Kathleen McDonald provided technical input for this activity. During her visits, the process of recruiting the BDServices™ board of directors and identifying training modules for potential franchisees, staff, and the board were initiated. Additionally, the processes for developing an operations manual, logo design and company registration were commenced. This activity has been curtailed upon the directive of USAID's letter dated May 18, 2010.
- FIRMS Project delivered a report based on a survey conducted to gauge demand and acceptance of the Commodity Import Program (CIP) to determine the possibility of its implementation in Pakistan. CIP Specialist Mr. Bob Van Horn provided technical input for the design and implementation of the commodity import program in Pakistan. The report's findings were shared with Dr. Barry Primm and Dr. Ron Curtis of USAID. CIP aims to increase Pakistani importers' access to finance in order to source agricultural

inputs and related goods from the U.S. This activity has been curtailed upon the directive of USAID's letter dated May 18, 2010.

- FIRMS Project mapped capacity gaps in TUSDEC's (Technology Upgradation and Skill Development Company) organizational structure and systems as part of a Memorandum of Understanding (MoU) signed earlier. Under this MoU, TUSDEC agreed to work with FIRMS Project to accelerate private sector development in Pakistan across a number of FIRMS Project's targeted sectors. The organizations will jointly identify skill and technology gaps in these sectors, and develop joint interventions to close these gaps with technical assistance, training, and other modes of assistance to SMEs in Pakistan. Following the assessment, organizational development specialist Mr. Andrew Kaiser shared the findings with TUSDEC's chairman, CEO, and board of directors. The Phase 1 report, "TUSDEC Assessment and Turn-Around Strategy," was submitted to USAID and scheduled to be implemented in the second round of this activity. This activity has been curtailed upon the directive of USAID's letter dated May 18, 2010.
- Understanding the importance of networking and promoting change in the Pakistani business development landscape, the FIRMS Project planned to introduce professional communities (PCs) in FIRMS' targeted sectors. PCs aimed to leverage program assistance by creating incentives for professional peers to support one other through the transfer of expertise on a web-based portal. Mr. Andrew Kaiser was scheduled to develop and implement professional communities suited to the Pakistani environment based on a similar successful experience being implemented in Jordan. This activity aimed to help BDSPs (Business development support providers); and business associations to better serve their clients by providing them training opportunities. Professional communities aimed to provide training opportunities to franchisees selected as a part of the BDServices™ in order to upgrade them into quality service providers. Following the shift in FIRMS Project's scope, this activity is now being developed under the Sector Support Network (SSN).
- FIRMS Project completed a comprehensive BDS demand gap survey. The survey was designed to find critical gaps in BDS delivery to SMEs in the identified sectors. It also aimed at highlighting competencies required to fill those gaps and identify BDS providers currently serving the sectors. This activity was accomplished through an exhaustive "quantitative/qualitative exercise" based on questionnaires, focus group discussions and one-on-one meetings with industry stakeholders. Reports collected from this survey were submitted to USAID and are being used to provide input to the detailed capacity building strategy of local service providers that will be submitted to USAID at a later date.
- Consultative workshops serving 136 public and private BDS providers held in Lahore, Karachi, and Islamabad in October 2009 formed the baseline for analysis of the supply side of the BDS sector. The findings of these events formed the basis of a Rapid Assessment Report which further led to the formation of a detailed report on BDS market in Pakistan encapsulating in detail the dynamics of this sector.
- FIRMS Project coordinated meetings in Lahore between Pakistan's banking and

microfinance industries and senior USAID Economic Growth office officials in preparation for the development of one or more Development Credit Authority (DCA) risk guarantee facilities for the country. These supply-side meetings focused on assessing the understanding of and interest in expanding financial support to the micro-enterprise and SME sector in Pakistan. As per the directive of USAID, the onus of this activity was later shifted to USAID.

- DCA expert Rob Teitelbaum conducted an assessment of SME borrowers or potential borrowers in selected sectors to identify their financing needs. This demand-side assessment in Lahore, Karachi and Islamabad covered SMEs in the IT, jewelry, footwear, light engineering, garments, education, horticulture, livestock, dairy, marble, fisheries, and leather sectors. Based on this interaction he submitted a detailed report providing a situational analysis pertaining to the implementation of this initiative. Citing addressing of gaps regarding major structural reforms at the macro level banking sector as precedence to implementing the DCA initiative, further work on this activity has been put on hold as it was termed beyond the scope of this project.
- FIRMS Project held several meetings with the local management of telecom service provider Telenor aimed at developing collaboration on the introduction of innovative hand-held technologies and services in several of FIRMS' targeted sectors, particularly those in agriculture and in the largely rural "at risk" districts. The expansion of existing and introduction of new services such as broadcasting SMS-based agricultural commodity price data daily to farmers, have had powerful impacts on agricultural efficiency and empowerment of farmers and income enhancement in other countries. Agricultural extension services, educational and medical services, trading, and other related services can be provided in a targeted, cost-effective manner through such platforms to beneficiaries in many of the FIRMS priority sectors in all districts.

PROVINCIAL HIGHLIGHTS – KPK

- FIRMS Project is providing technical assistance to PaRRSA on an interim basis for building its institutional capacity to develop strategies, formulate policies, plan, and implement development projects that will stimulate economic growth. FIRMS Project agrees to coordinate through PaRRSA its efforts to contribute to the revitalization of the Malakand division in areas related to economic growth programming for Swat
- Grants Program: FIRMS Project plans implementing the working capital grants program by competitively awarding a large grant to one or more financial/non-governmental institutions (prime grantees) that are currently active in Swat, and for the financial institution(s) to then award smaller fixed obligation grants (sub-grants) to affected companies that qualify on the basis of approved business rehabilitation and reconstruction plans (BRRPs). Where possible the plan is to work primarily with those financial institutions that would naturally become commercial financiers of the program beneficiary companies (sub-grantees) once the grant program is completed. In other words, the grant program would serve the dual purpose of providing working capital and establishing the groundwork for sustainable banking relationships moving forward.

PESHAWAR

- FIRMS Project has seconded an M&E Expert to PaRRSA to strengthen their M&E system. Other experts placed at PaRRSA include a planning expert, economic analyst, and social sector development expert. The team will provide technical assistance to build institutional capacity, develop strategies, formulate policies, plan and implement development projects.
- Following a request by PaRRSA, FIRMS Project arranged a meeting with the Lahore Chamber of Commerce, which agreed to host a Swat Investment Conference with PaRRSA. The FIRMS Project will provide secretarial support and other inputs to PaRRSA and the Lahore Chamber of Commerce.
- Capacity Building of Supporting Institutions – FIRMS Project worked with Institute of Management Sciences (IMSciences) Peshawar and started the Women Uplift Initiative. Started as a pilot program under the Supporting Institutions Initiative, the Women Uplift Initiative is now successfully being institutionalized as one of the regular featured services for females within the IM Sciences Entrepreneur Development Center. The goal of the Women Uplift Initiative is to crystallize the development of standards, values, and principles that guarantee equality in the professional and social life of females so that they can address their needs/challenges through open and participatory dialogue.

SWAT

- Malakand Grants Program: The Swat Small and Medium Enterprise Revitalization Program will provide direct financial support to rehabilitate and recapitalize conflict-affected small and medium sized business enterprises in Swat. The program will be

open for any business to apply to according to pre-defined criteria.

- FIRMS Project has completed evaluation of proposals to competitively award a large grant to one or more institutions (Prime Grantees) that are currently active in Swat, and for the institution(s) to then award smaller fixed obligation grants to affected businesses that qualify on the basis of approved Business Rehabilitation and Reconstruction Plans (BRRPs). The review process is still underway in collaboration with USAID.
- FIRMS Project has provided technical assistance in preparation of key sections of USAID-compliant procurement documentation necessary to support the rebuilding of the Mallam Jabba Ski Lift.
- In the potato sector the FIRMS Project has linked Swati farmers to multinational corporation PepsiCo, which purchases PKR 6-7 billion worth of potatoes each year to process into chips and potato-based snacks under various brand names such as Lays and Cheetos. The Swati farmers committed 370 bags (weighing 100kg each) of Lady Rozeta potatoes, approximately 3.7 tons, as a pilot project for this growing season to kick off an activity which will provide a major economic boost.
- The fisheries sector, one of the main economic sectors in Swat, was badly affected due to militancy in 2007-2008. FIRMS Project has completed a census of damage to inland fisheries assets in Swat and prepared rehabilitation plans. A workshop with 14 trout fish farmers was held, and Business Recovery Support Agreements have been signed with 11 Trout fish farms for the provision of construction materials, operating equipment and production inputs. Construction materials have been provided to 11 trout fish farms while the procurement of operating equipment and production inputs and import of fish feed is in progress. BRSA's for another 10 trout farms will be signed by mid-July 2010. The business census has been completed for 25 trout fish farms and the business census and BRSA for Swat warm water carp is in progress and will be completed by mid-August.
- FIRMS Project has completed the hotel census for 258 hotels in Swat. The strategy for procurement of Swat Hotel vouchers and its distribution through the national Tour Operators was prepared and submitted to USAID for approval. FIRMS Project has arranged visit of 25 national tour operators to Swat June 25-28, 2010. The tour operators have conveyed positive feedback regarding their Swat visit and also submitted recommendations for revitalizing Swat tourism. Their feedback is being incorporated into the Swat tourism strategy.

CHARSADDA

- FIRMS Project visited the Footwear Technology Institute (FTI) in Charsadda and the Charsadda footwear market cluster to devise strategies for Charsadda leather footwear. Charsadda is known for a unique style of leather sandals (chappals), for which there is high demand in Pakistan, the Middle East, and India. Possible interventions by the FIRMS project were discussed in detail. The team also met with the chairman and members of the Charsadda Chappal Association and shared the ideas for increasing

sales (including exports) of Charsadda chappals. During the trip, a visit was made to a former textile factory that the FTI is interested in renovating as a workshop to provide women post-training employment.

PROVINCIAL HIGHLIGHTS – PUNJAB

- FIRMS Project completed a review of the agricultural marketing policy framework of Punjab. The findings of the international agricultural economist and domestic legal expert on the economic distortions inherent in the current framework and the reform matrix for policy, role of private sector and efficient performance of public markets were all shared with the Department of Agriculture. The provincial government welcomed the recommendations of the FIRMS Project in agricultural marketing policy and agreed to move the reform agenda forward.

LAHORE

- Capacity Building of Supporting Institutions – Lahore Chamber of Commerce and Industry (LCCI) Women Entrepreneurs Sub-Committee
- Gender Sensitization Training Phase I and II for FIRMS Project technical and support staff. Training Phase I took place between December 9-16, 2010 and was attended by all staff members. Training Phase II was more structured and catered to the professional teams and their work plans. Phase II took place between January 19-21, 2010.
- FIRMS Project conducted an Awareness Seminar for Female Mango Farm Owners: Mango MUAVAN Program on April 12, 2010. The purpose was to inform female mango farmers of the Mango MUAVAN Program, trainings, opportunities and potential areas of collaboration with FIRMS Project and see how best they can be included and facilitated through the FIRMS Project. Nine female mango farmers attended this seminar. These female farmers were then invited to on-farm trainings. Five female mango farmers attended trainings in Multan on June 21, 2010. These female mango farmers are being actively included in the Mango MUAVAN Program.

MULTAN

- Under the Mango MUAVAN program, an Infrastructure Upgradation Agreement (IUA) has been signed between three major privately owned farms (JDW Orchards, Lutfabad Farms and Sarbuland Farms) in the vicinity of Punjab and the FIRMS Project, to develop a dynamic, internationally competitive firm to accelerate sales, investment and job growth. The infrastructure development will enable the farmers to meet the requirements of major supermarket chains in the European market, thus increasing exports.
- Family Appreciation Program took place in Multan on January 8, 2010 to create a socially enabling and supportive environment for women entrepreneurs to grow their businesses. This event was conducted in association with South Punjab Women's

Chamber of Commerce and Industry (SPWCCI)

- Three Market Readiness Program Trainings titled “A Successful Exhibition”, a training on booth decoration and buyer communication techniques held on April 12, 2010, “Product Development, Costing and Pricing For Exports” held between March 15-20, 2010 and attended by 15 participating women-owned SMEs, and “Introduction to Fashion Design”, a training with a specific focus on pattern-making and grading, held in Islamabad for Multan and Islamabad participants on April 21 and 22, 2010. These trainings helped the MRP participants learn how to develop, customize and market their products for the international buyers in preparation for the Pakistan Handmade event.
- FIRMS Project carried out a Gender Assessment for Dried Mango Production in Southern Punjab in collaboration with consultant Edward Valentine to identify opportunities for women in the dried mango production value-chain so as to increase their economic participation. The team researched the market potential of dried mangoes to create a business plan that will facilitate capacity building and offer income generating opportunities to small scale entrepreneurs particularly women in the dried mango business Southern Punjab.
- Five female mango farmers attended on-farm training in Multan on June 21, 2010.
- The FIRMS Project is formulating District Economic Development Strategies (DEDS) for Multan and Bahawalpur districts through an interactive and participatory approach. The strategies being developed for Multan and Bahawalpur are aimed at understanding how the comparative economic advantage of the districts can best be utilized given the existing resource base and constraints and the potential of key sectors, including agriculture and energy. Building local capacity, resource mobilization, enhancing participation of the private sector and pilot innovative approaches all feature in the reports.
- A series of innovative gender mainstreaming workshops were held for senior and mid-level government officials in Multan and Bahawalpur districts as part of the FIRMS Project mandate to improve government service delivery with a special focus on women.

PROVINCIAL HIGHLIGHTS – SINDH

- FIRMS Project completed a review of the agricultural marketing policy framework of Sind. The findings of the international agricultural economist and domestic legal expert on the economic distortions inherent in the current framework and the reform matrix for policy, role of private sector and efficient performance of public markets were all shared with the provincial government. The Sind Assembly passed the Wholesale Agriculture Produce Markets Bill, 2010, which corporatizes public markets and creates space for the development of alternate market channels.

KARACHI

- Capacity Building of Supporting Institutions - SWCCI, KCCI Women Entrepreneurs Sub-Committee and ABP&AW. FIRMS Project in collaboration with international consultant Susan Slomback worked with these supporting institutions to provide technical assistance and provide a basis for their activities/service offerings that are relevant to stakeholders, increase membership and generate income.
- Family Appreciation Program took place in Karachi on March 30, 2010 to create a socially enabling and supportive environment for women entrepreneurs to grow their businesses. This event was conducted in association with Sindh Women's Chamber of Commerce and Industry (SWCCI)
- 3 Market Readiness Program Trainings titled "A Successful Exhibition" on April 8, 2010, "Product Development, Costing and Pricing For Exports" from March 22-27, 2010 and "Introduction to Fashion Design" from April 9-10, 2010.
- FIRMS Project carried out a Gender Assessment for Dried Mango Production in Sindh in collaboration with consultant Edward Valentine to identify opportunities for women in the dried mango production value-chain so as to increase their economic participation. The team researched the market potential of dried mangoes to create a business plan that will facilitate capacity building and offer income generating opportunities to small scale entrepreneurs particularly women in the dried mango business Sindh.

SUKKUR

- The FIRMS project designed short-term interventions for the dates sector after an exhaustive period of research and meetings with key stakeholders. The five interventions that will be carried out by year-end 2010 are as follows: (1) the distribution of shared-cost plastic crates; (2) the distribution of shared-cost Dupont Tyvek bags; (3) the distribution of shared-cost plastic gloves and hairnets and subsequent training required to bring the processors up to international food processor standards; (4) the distribution of shared-cost dates processing machinery; and (5) organizing a delegation of leading dates processors to Fruit Logistica Hong Kong in 2010.
- FIRMS Project organized a consultative session with approximately 20 large-scale fish buyers and commission agents to discuss an integrated agent-farmer model through which farmers and agents/buyers can be financially independent of each other by connecting to micro-finance institutions and at the same time upgrade their facilities

and practices in order to cater to high-end markets. FIRMS Project achieved consensus on this integrated approach from the commission agents and has obtained a verbal commitment from them to support the strategy development and implementation process, facilitated by FIRMS Project.

- FIRMS Project met with date growers, processors, traders/exporters, the district government of Khairpur and various other stakeholders in the dates value chain in Sukkur and Khairpur to understand the roles of women in the dates value chain and identify opportunities to increase women's economic participation in the sector.
- FIRMS Project provided technical assistance to supporting institution the Sukkur Institute of Business Administration in areas such as starting the university's own initiative for female students, an improved newsletter, and alumni services.

LARKANA

- FIRMS Project organized a community consultative session with approximately 60 fish farmers in Larkana to discuss the gaps in the value chain for the inland fisheries sector. Lack of proper broods/eggs and hatchery management, pond and water management, disease management and unavailability of quality fish feed were some of the main issues highlighted by the stakeholders. The farmers are following very primitive methods of fish farming and lack modern equipment necessary to reduce fish mortality and get a good quality product. FIRMS Project secured a verbal commitment from the fish farmers of Larkana for their continued support in the development and implementation of the sector strategy facilitated by FIRMS Project.

PROVINCIAL HIGHLIGHTS – BALUCHISTAN

QUETTA

- FIRMS Project provided technical assistance to Sardar Bahadur Khan Women's University to identify female students' career and family counseling needs to increase their entrance into the workforce, and develop services addressing those needs.

KEY PERSONNEL

SN	Key Personnel Name	Designation	Employee Type ¹			Employment Type		Contact Number	Email Address
			USN	TCN	CCN	Long-Term	Short-Term		
1	Mr. Steve Wade	Chief of Party	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	092 (322) 505 7073	swade@epFIRMS.com
2	Mr. Chad Ford	Director of Operations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	092 (303) 591 3521	cford@epFIRMS.com
4	Mr. Noaman Saeed	Acting BDS Component Leader	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	092 (344) 448 5007	nsaeed@epFIRMS.com
5	Mr. Suleman Ghani	Acting BEE Component Leader	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	092 (344) 448 5008	amalik@epFIRMS.com
6	Ms. Suzanne Savage	Gender Advisor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	092 (305) 450 0122	ssavage@epFIRMS.com

¹ USN-United States National; TCN-Third Country National; CCN-Client Country National

PROJECT STAFFING

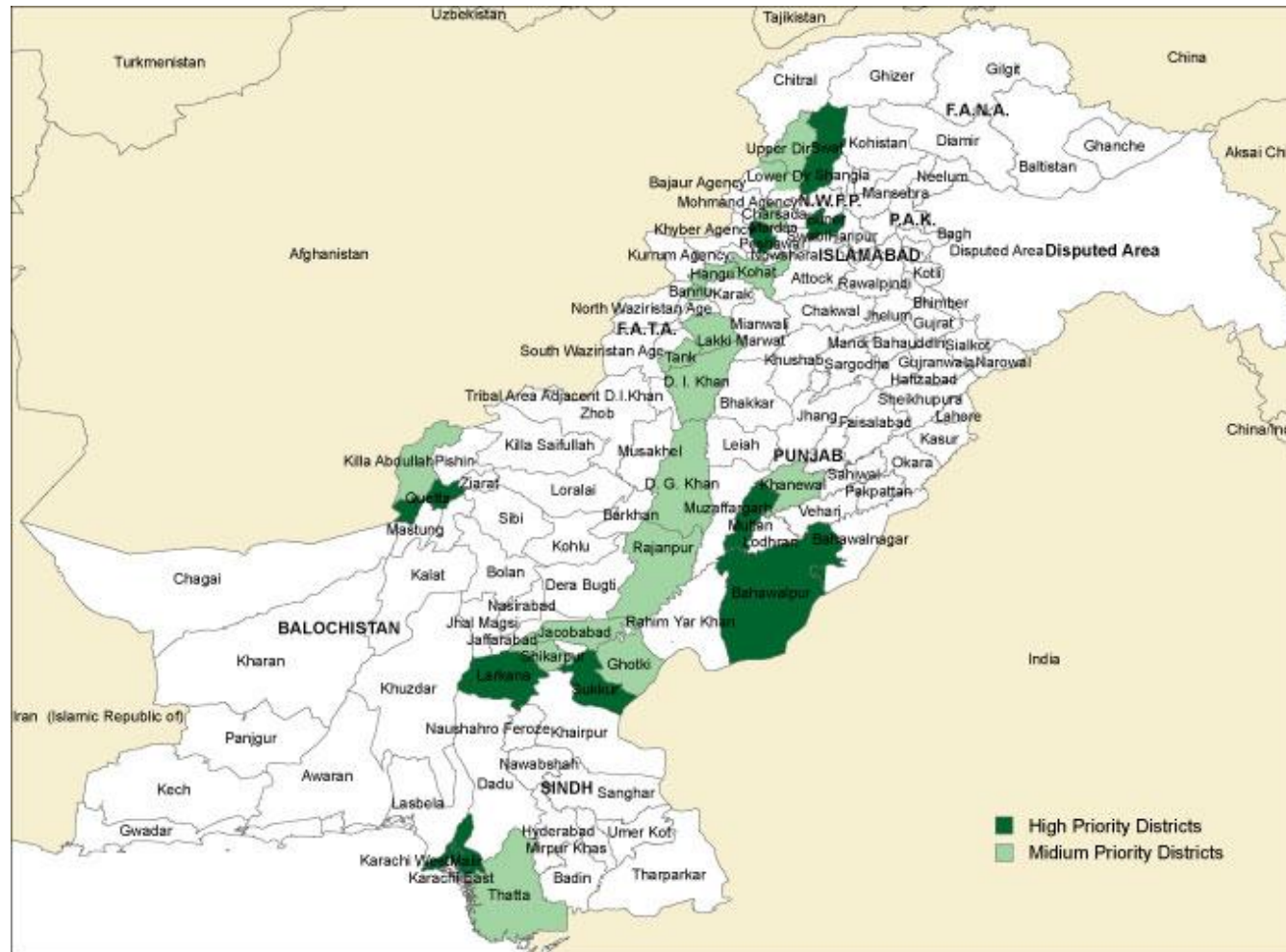
1. LONG TERM STAFF

Region	Planned (Total)	Progress During This Year					Overall Progress				
		Filled Positions			Percentages		Filled Positions			Percentages	
		Male	Female	Total	% of Total Filled	% Female of Total Filled	Male	Female	Total	% of Total Filled	% Female of Total Filled
Management Positions											
FEDERAL	1	1	0	1	100%	0%	1	0	1	100%	0%
KPK											
PUNJAB	8	5	3	8	100%	37.5%	5	3	8	100%	37.5%
SIND	1	1	0	1	100%	0%	1	0	1	100%	0%
BALUCHISTAN											
Sub Total	10	7	3	10	100%	30%	7	3	10	100%	30%
Professional Positions											
FEDERAL	9	4	3	7	77.7%	42.85%	4	3	7	77.7%	42.85%
KPK											
PUNJAB	37	25	12	37	100%	32.4%	25	12	37	100%	32.4%
SIND	12	8	4	12	100%	33.3%	8	4	12	100%	33.3%
BALUCHISTAN											
Sub Total	58	37	19	56	96.5%	34%	37	19	56	96.5%	34%
Support Staff Positions											
FEDERAL	15	13	2	15	100%	13.3%	13	2	15	100%	13.3%
KPK											
PUNJAB	20	10	10	20	100%	50%	10	10	20	100%	50%
SIND	6	1	5	6	100%	83.3%	1	5	6	100%	83.3%
BALUCHISTAN											
Sub Total	41	24	17	41	100%	41.4%	24	17	41	100%	41.4%
TOTAL	109	68	39	107	98%	36.44%	68	39	107	98%	36.44%

2. SHORT TERM TECHNICAL STAFF

Region	Planned (Total)	Progress During This Year					Overall Progress				
		Filled Positions			Percentages		Filled Positions			Percentages	
		Male	Female	Total	% of Total Filled	% Female of Total Filled	Male	Female	Total	% of Total Filled	% Female of Total Filled
FEDERAL	57	46	11	57	100%	50%	46	11	57	100%	19%
KPK	148	138	10	148	100%	7%	138	10	148	100%	7%
PUNJAB	135	98	37	135	100%	27%	98	37	135	100%	27%
SIND	62	56	6	62	100%	10%	56	6	62	100%	10%
BALUCHISTAN	15	15	0	15	100%	0%	15	0	15	100%	0%
TOTAL	417	353	64	417	100%	15%	353	64	417	100%	15%

GEOGRAPHIC COVERAGE OF THE FIRMS PROJECT



PROGRESS AND ACCOMPLISHMENTS

PROGRESS AND ACCOMPLISHMENT – NATIONAL

ACTIVITIES

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
3232	Mango MUAHAN - infrastructure upgradation	The workshop of Technologies International, Faisalabad, was visited by FIRMS Project and international mango expert, Dr.David Picha, to assess the vendor's capacity and arrangements for providing a complete mango processing line including hot water treatment and grading.	Dr.David Picha was satisfied with the technical capabilities of this company and confidence in its ability to provide the mango processing line as per International standards and specifications.	Technologies International is being looked upon as one of the potential suppliers for such equipment.The vendor will be selected upon review and further vetting by Dr.David Picha.
3805, 3818	Mango MUAHAN - GlobalGAP	FIRMS Project initially signed 12 MGA (Mango GLOBALG.A.P Agreements) for the implementation and adoption of GLOBALG.A.P protocols in order to achieve GLOBALG.A.P certification for these farms.	This was done to certify more farms with GLOBALG.A.P.	Three farms in Sindh have gone through external audit of GLOBALG.A.P because of this initiation.
3626, 3627, 3623, 3625, 3624	Mango MUAHAN - infrastructure upgradation	FIRMS Project has signed five additional Infrastructure Up-gradation Agreements with Mango farmers who will participate in exports next year.	These include 2 in Rahim Yar Khan with Leghari Fruit Farms and Dhillon Farm, and 3 in Multan with Muzaffargar Farm, Zarpak Horticulture, and Tareen Mango Farms.	Under this IUA, these farms are required to build a packinghouse of 100' x 6' and a building for the blast chiller and cold storage. A 5 ton per 5 hour blast chiller, 25 Ton Cold Storage, and 50KVA Generator will be part of FIRMS Project's assistance.
3232	Mango MUAHAN - infrastructure upgradation	Four farms who have signed the IUA with FIRMS Project were visited to assess the current status of construction activity on the farms. These included JDW Orchards, Ali Tareen Farm, Lutfabad and Sarbuland .	Both JDW Orchards and Ali Tareen farms have completed the foundation for the housing of cold storage and blast chiller equipment and will complete the remaining structure in about one week.	Blast chillers are used to lower the temperature of the mangoes after harvesting and cold storage is used to store the mangoes which are then taken to the reefer and shipped. This increases the shelf life of mangoes which enables farmers to export mangoes by sea.
3544	Dr. David Picha's fourth in-country visit	This was Dr. Picha's follow up visit after Fruit Logistica.	Dr. Picha came to assist the mango sector for trial shipments planned for European market.	Dr. Picha assisted FIRMS Project in preparation for sea and air trial shipments in 2010 that comply with import requirements.
2286	FIRMS Project representative met with	Dr. David Picha arranged a meeting with John	Univeg Katopé UK is a specialist importer,	Their representative will be visiting

Section

1

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
	representatives of Univeg Katope (UK) Ltd. to work together with the growers this mango season in Fruit Logistica 2010.	Anderson of Univeg Katopé UK for building prospects for export of mangoes to the European market.	riper and pre-packer of tropical fruits. It was suggested to initially begin the exports to Marks & Spencer with premium quality mangoes.	Pakistan to inform them about their requirements as well as exchange market information and provide technical updates and technologies to the farmers and exporters.
2286	Fruit Logisitica - Trial shipments to retail stores in the European market.	During the first day at the Fruit Logistica trade fair, the delegation met with Wealmoor UK, another importing company.	This company is supplying mangoes along with other fruits to retail stores.	Emphasis was mainly on consistent supply of good premium quality mangoes. Wealmoor will send their technologist to audit the farm as well as the packinghouse.
2286	Fruit Logisitica - Meeting with Cargofresh Technologies to work together this mango season	During the Fruit Logistica fair, FIRMS Project had a meeting with Mr. Dunkelmann, representative from Cargofresh Technologies.	The purpose was to work with Pakistani growers on trial shipments to the European market via sea with the help of CA (Controlled Atmosphere) containers.	This meeting helped Pakistani mango growers become more recognized.
2286	Fruit Logisitica - Meeting with TotalExotics Ltd	This meeting was held to discuss the possibilities of working together this mango season in bringing the Pakistani mangoes to the UK market.	Positive response towards the Pakistani mango but emphasized the need to conform to social ethics along the entire value chain as they are the major suppliers to Tesco and Sainsbury.	TotalExotics promised future business upon adherence of international standards.
3232	Fruit Logisitica - On farm packing line design for the development of farm infrastructure.	Detailed discussion with Mr. Kop, export manager, Greefa, on various options in the assembly line practiced all around the world.	Greefa is one of the world's largest developers and manufacturers of sorting machinery for fruit and vegetables. Mr. Kop was very interested in helping the Pakistani mango sector and will be preparing quotes for three different assembly lines most viable for the Pakistani farm size.	He will also be visiting the farms to get proper specifications in order to modify proposed packing line design most suitable for each farm.
3200	Mango MUAVAN Program - On farm infrastructure developments	An Expression of Interest (EOI) was advertised by FIRMS Project on 11th March, 2010 to solicit proposals from qualified vendors.	These vendors will be used for providing mango pruning tools and harvesting aids, mango de-sapping and washing equipment, forced air cooler (blast chiller) and cold storage, construction of an on-farm packinghouse, hot water treatment system and mango processing/grading line.	Many statements of interests were received and a vendor has been finalized.
2116	FIRMS Project targets value added mango products to enhance female participation in the work force	FIRMS Project has initiated the production of dried mangoes for the greater integration of women in the mango value chain.	Both local consumption of dried mangoes and export will help in bringing more women in the workforce as this product can be easily produced by women.	As there is no commercial production of dried mango slices in Pakistan for either the domestic or export market, dried mangoes offer a significant opportunity for small-scale producers, farmers, agro-processors and women to be involved in

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
				export marketing and market development activities.
3179	Joint fact-finding mission between FIRMS Project and the USDA (United States Department of Agriculture)	FIRMS Project and USDA/APHIS (Animal and Plant Health Inspection Services) visited Tareen Farms (Global GAP Certified) to discuss the possibility of obtaining recognition and affiliation by APHIS to increase exports to the US.	USDA-APHIS has a strict set of criteria which have to be met in order to attain mango fruit admissibility status into the U.S. The eventual opening of the U.S. market to fresh Pakistani mangoes will require the complete elimination of the pest cycle, beginning in the field and continuing during postharvest handling. Fresh mangoes from Pakistan are currently not allowed in the U.S. due to pest restrictions.	The visit increased awareness of APHIS certification in the targeted farm operation, which could serve as a model for APHIS certification in Pakistan. Trial shipments are needed to test the arrival quality and market life of irradiated mangoes shipped by CA (Controlled Atmosphere) marine containers to the United States. If the results are positive, it will significantly expand the potential export volume of Pakistani mangoes to the U.S. market.
216	Mango Growers Association and FIRMS Project representatives visited the Multan Mango Pulp Plant to develop linkages	FIRMS Project along with international mango expert Dr. David Picha visited the Mango Pulp Plant in Multan. The facility is a joint venture by the Small and Medium Enterprises Development Authority (SMEDA) and Punjab Small Industries Corporation (PSIC) to help mango growers achieve value-added returns on their produce.	Significant domestic and export market opportunities exist for a number of new agro-processed mango products in addition to the existing pulp, jam, pickle, and chutney products currently being produced. The team discussed the issues hindering the association's operations and preventing value-added products from reaching local and international markets.	A working relationship was developed so that project interventions can assist the mango pulp plant in overcoming its current obstacles and meeting market demand for processed mango.
2340-2359	International Expert Dr. David Picha drafted mango sector strategy for Pakistan	Dr. David Picha arrived in Pakistan on August 10, 2009 to gain insight on the current issues and constraints in the entire mango value chain and to draft a sector strategy based on his findings.	Meetings between Dr. Picha and government officials, associations, educational institutions, and major stakeholders related directly or indirectly to the mango sector to obtain knowledge on the constraints faced in the pre-harvest, post-harvest, value addition, capacity building, and national and international marketing aspects of the mango value chain.	Development of a draft four-year mango strategy. The report included many valuable recommendations such as making on-farm infrastructure in mango farms and improving pre and post harvesting techniques. The consultant also recommended trial shipment for mangoes to Europe for the season of 2010. The strategy was designed to increase export of Pakistani mangoes.
2300-2319	District profile and sector assessments conducted	Identification of sectors using Revealed Comparative Advantage (RCA), Export Prospect Index (EPI), potential for employment generation, and value chain methodologies.	Identification of sectors for 10 priority districts (Bahawalpur, Bannu, Buner, Charsadda, Dir Lower, Karachi, Larkana, Multan, Peshawar and Sukkur) completed.	Final Report was submitted.
3369	Meeting with potential dairy value	FIRMS Project representative met with the owner of	The owner of Pappasallis said that Pakistan's	FIRMS Project's dairy consultant Gabriel

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
	added product buyer, Pappasallis, Islamabad	Pappasallis restaurant to discuss potential partnership with in value added dairy products.	biggest problem is a shortage of local cheese manufacturers. Due to the lack of competition, the quality of cheese is substandard and cheese has to be imported to satisfy flavor needs of restaurant customers. She said that if mozzarella cheese can be produced in the cottage industry, the needs of Pappasallis and many such restaurants will be met. Pappasallis showed interest in directly purchasing mozzarella from individual producers.	Pascual will take this view into account while studying the potential of the mozzarella cheese cottage industry while designing a three- year dairy strategy.
3436	Gems and jewelry sector presentation to USAID	FIRMS Project representatives presented the final gems and jewelry sector intervention strategies to USAID.	A comprehensive presentation was given to USAID describing the short-term interventions designed by the FIRMS Project in the gems and jewelry sector. These strategies were the result of the exhaustive research into the gems and jewelry sector value chain.	Approval for the strategy implementation is awaited from USAID
3345	Consultative Meeting with Dates Growers' Association	FIRMS Project met with Mr. Sadruddin Phulpoto, date grower and president of the Date Growers' Association, to discuss problems faced by date growers. The total cultivation area is around 100,000 acres with an annual production of 750,000 metric tons. Wastage amounts to 30-35% of total production.	This meeting identified areas where FIRMS Project can intervene, such as provision of plastic crates to reduce and Tyvek paper bags to cover the fruit and protect it from hazardous elements.	This meeting facilitated the FIRMS Project to identify various gaps within the Dates Sector value chain
3767	Meeting with Moazzam Khan, DG Marine (and Inland) Fisheries Department, Govt of Pakistan	The Marine Fisheries Department also handles the inland fisheries projects in the country. The objective of this meeting was to introduce the FIRMS project and its objectives to the Director General and to also get an overview of, the inland fisheries sector in Pakistan, key challenges faced and any possible remedial actions planned by the government.	The FIRMS Project team gained valuable input pertaining to the overall inland fisheries scenario, major fish farm clusters in Pakistan, important statistics and reports done on the sector and the initiatives undertaken by the Government for the uplift of the sector. FIRMS Project will align its fisheries sector strategy to complement the goals of the Marine Fisheries Department.	The team received a verbal commitment from DG, Marine Fisheries Department to support the design and implementation of the sector strategy that will be developed by FIRMS Project.
3574	Pakistan Handmade	This event was the culmination of a USAID-funded initiative to help women business owners in Multan, Karachi, Islamabad, and Lahore to build and expand their businesses through export sales.	Fourteen American buyers attended the exhibition; initial orders in excess of \$300,000 were placed translating to 37 jobs being created; anticipated first year orders in excess of \$1 million; 4 interns engaged to assist businesses with product development are permanently	From the current data (which is still under compilation), 24 participating businesses employ 17, 711 workers out of which 14, 359 are women. Average sales (domestic and export) have increased by 17.7% per businesses, and

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
			employed; extensive positive media coverage for USAID	the anticipated increase is 1052.2% per business. 2,205 jobs are expected to be created as result of Pakistan Handmade. Anticipated orders over the next 12 months from these buyers amount to \$1,092,000.
2567	FIRMS Project Gender Opportunity Strategy Development	The FIRMS Project Gender Strategy describes the complexities of women's economic participation, and outlines an approach to increasing private sector competitiveness driven by high-value female employees, expansion of existing women-owned businesses, and a socially enabling environment for women's economic empowerment. The strategy identifies specific opportunities to partner with private sector firms to resolve their business growth constraints with FIRMS Project co-financing training and creating role models of these firms as pioneers in gender diversification.	FIRMS Project Gender Strategy was written to provide a roadmap to achieve project objectives of allocating 25% of the project budget to gender initiatives, and increasing women's economic participation by 25%, while serving FIRMS Project's over-riding objectives of increasing business competitiveness in Pakistan. The strategy provides recommendations to increase women's economic participation within the IT, dairy, mango, dates, garment and handicraft sectors, and within the timeframe of the FIRMS project.	The strategy will be presented to USAID in late July/early August. Based on USAID feedback, FIRMS Project will start implementation of gender-related initiatives and recommendations, including: partnerships with private sector firms to increase female employees; training in technical and supervisory skills for female employees; hand-holding consulting for women-owned businesses; and behavior change communications initiatives to combat the negative narratives and develop more positive public perceptions of women working in Pakistan.
2093	Supporting Institutions Initiative	Through intensive technical assistance, FIRMS Project strengthened the capacity of eight supporting institutions that work to increase women's economic participation.	Institutions were assisted in defining their roles and their members to better address needs of constituencies, improve organizational sustainability and deliver meaningful and relevant services that increase women's employment and entrepreneurship.	Each institution has developed a systematized approach to collecting membership information and has conducted a membership survey to identify member needs. FIRMS Project worked with each organization to develop analysis tools to develop services based on membership surveys, increase membership participation. IM Sciences has launched a Girls Leadership Committee to assist students negotiate with families; IWCCI has launched topical monthly speaker series; IBA and SWCCI are launching industry/academia collaboration to give students practical experience.

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
3245	Feasibility Study of PASHA Women's Virtual Network	PASHA has begun work on the Women's Virtual Network, a portal through which employers can connect with professional women who are not currently working but want to work from home. PASHA corporate members (employers) as well as professional women have expressed interest in this service. FIRMS Project will hire a consultant to write a feasibility plan that identifies supply, demand, costs, operating approach, timeframe and sustainability.	Connect employers and unemployed women workers who want to work from home.	This activity has been curtailed upon the directive of USAID's letter dated May 18, 2010.
2084	Working Woman Magazine	Working women in Pakistan have few positive role models, support networks, or resources to turn to for assistance with the challenges common to working women. FIRMS Project sought to partner with an organization interested in launching a commercially viable magazine targeting working women, which will encourage economic participation of women by reinforcing images of women as productive and not simply reproductive members of society	A publication dedicated to working women in Pakistan will legitimize the demographic, provide positive role models to encourage women to enter the workforce, inspire women to overcome cultural obstacles, and provide advice and resources for practical solutions to problems common to working women.	This activity has been curtailed upon the directive of USAID's letter dated May 18, 2010.
3286	Top 100 Female Friendly Workplaces in Pakistan	Create and publicly disseminate rankings of "Top 100 Female Friendly Workplaces in Pakistan"	These rankings will help female job seekers make more informed decisions and career choices with greater knowledge about the extent to which prospective employers offer female friendly workplaces. Also promote transparency of policies and procedures and encourage competition among organizations to offer more gender-intelligent work environments and incentive packages thereby encouraging greater entry and retention of women in the workforce.	This activity has been curtailed upon the directive of USAID's letter dated May 18, 2010.
3122	Female Focused Consulting Firms	An RFP was released to identify female-focused consulting firms, local consulting firms which provide services that specifically target female employees, employers and entrepreneurs, which FIRMS Project can collaborate with and which will help implement capacity building initiatives.	Identify and select a group of established female focused consulting firms who will collaborate with FIRMS Project in implementation of capacity building efforts for selected sectors.	A pool of local female-focused consulting firms has been identified. Firms include Empowerment Thru Creative Interaction (ECI), which collaborated with FIRMS Project on the Supporting Institutions Initiative.
2085	TV/Radio Series Feasibility Study	Social perceptions assign a negative connotation to	Determine best use of broadcast media to	This activity has been curtailed upon the

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
		a working woman's status consequently restricting her economic participation. Increased women's economic participation in Pakistan requires changing the negative narrative for working women. TV and Radio have been effective tools for driving social change in Pakistan, using popular media to acknowledge and address sensitive social issues, thereby changing public opinion relative to working women.	change public perceptions of working women in order to facilitate increased numbers of women in the workforce.	directive of USAID's letter dated May 18, 2010.
3053	Family Appreciation Program for IWCCI (Islamabad Women's Chamber of Commerce and Industry)	FIRMS Project conducted a "Family Appreciation" event with IWCCI to reinforce the positive behavior of supportive families and publicly recognize their contribution to the family business and facilitating success of women entrepreneurs.	Successful role models and positive reinforcement of family support are powerful tools to increase women's success as entrepreneurs. This event publicly recognized supportive family members as positive role models for others to follow and to change public perceptions of working women.	This inspired other Women's Chambers to host their own events in order to encourage more women to become members. Ten spouses received public recognition. Extensive media coverage directly led to increased membership in IWCCI.
3477	SWEET Cafe	FIRMS Project designed the SWEET Cafe as part of the Women's Economic Empowerment Initiative. SWEET Cafe, an acronym for Strengthening Women Enterprises and Entrepreneurs Training, is a menu of trainings to strengthen existing women-owned businesses through targeted training and technical assistance, resolving business problems that hinder growth. International consultants for each topic will conduct Training of Trainers to localize know-how and incorporate methodology in classrooms. Student interns will be paired with businesses to gain practical experience through applying what they learn from these trainings. Trainings include: Identifying opportunities for new businesses; alternative sales and distribution channels; alternative growth strategies; effective retailing and merchandising; and buyer communication.	Accelerate growth of existing women-owned businesses; build capacity of local trainers and universities in delivering business and entrepreneurship training; provide attractive internship opportunities for students.	This activity has been curtailed upon the directive of USAID's letter dated May 18, 2010.
3178	Market Readiness Program (MRP)	A Market Readiness Program (MRP) was started with approximately 40 women business owners in Punjab and Sindh to help them expand their businesses and become "market ready" for export.	International consultant Halle Butvin conducted one-on-one consulting and group trainings for women in the apparel, home décor and jewelry industry to understand buyer preferences in	Participating businesses developing samples for western buyers and are following individual plans for the next two months to build business systems,

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
			western markets; costing/pricing for export; communicating with buyers; and effective merchandising. Participants in MRP mapped their business expansion plans and developed samples for international buyers which they then showcased at the Pakistan Handmade Event.	revise costing/pricing structures and adapt product sizing to western markets.
3468, 3470	Two Market Readiness Program Trainings titled “A Successful Exhibition”, “Product Development, Costing and Pricing For Exports” and “Introduction to Fashion Design” conducted in Islamabad	Halle Butvin delivered training on product development, costing and pricing for exports and booth decoration and buyer communication techniques. Yousaf Bashir Qureshi of YBQ Design Studios worked with FIRMS Project to increase market readiness of women entrepreneurs through delivery of "Introduction to Fashion Design" training focused on pattern-making and grading.	Participating businesses are better equipped to initiate and maintain buyer relationships, and increase ROI on exhibitions by selecting appropriate exhibitions, merchandising, and systems to facilitate repeat sales. New products developed to meet international customer requirements with respect to quality, cuts, patterns, colors, embellishments etc.	Success at Pakistan Handmade and on-the-spot-sales and sales orders from international buyers. Figures reported under “Pakistan Handmade”
3282	Provincial Agricultural Produce Marketing Policy Framework	The activity was identified as one of the high priority areas by the Punjab and Sindh Governments which sought FIRMS Project’s assistance in developing a policy framework based on international best practices, which would eliminate rent seeking behavior and market distortions in the prevailing Agriculture Produce Marketing system.	The policy reform framework has been presented to the respective provincial governments for review and adoption as the official policy on agricultural produce marketing. The respective provincial governments generally support the reform principles and agree that the proposed actions and processes should be reviewed prior to implementation.	The legislative assembly of Sindh has passed a new law and has requested FIRMS Project to assist in downstream work related to delegated legislation which needs to be comprehensive and should reflect the reform principles. The Government of Punjab agrees that upholding the reform principles is essential for meaningful change in the agricultural produce marketing sector.
3285	Provincial agricultural produce marketing legal framework	A draft law has been developed, based on the international best practice agricultural marketing policy framework, for the Punjab and Sindh governments. The intervention is in response to the Punjab and Sindh governments’ request for assistance to introduce an enabling environment for business to flourish in the agriculture marketing sector.	Salient features of the law have been presented to the respective provincial governments. A draft law prepared for Sindh was shared with the government so that they could amend the existing law or ensure that material provisions are reflected in subsequent secondary legislation. The draft law is in process of formulation to fit the unique political and economic circumstances of the Punjab.	The salient features of the law have been agreed to and the impact of liberalizing the regulatory framework has been quantified in terms of efficiency gains, improved productivity and quality of produce, and increased options for consumers.
3739	Business process re-engineering for inland freight equalization	Support on developing best practice business processes for Trade Development Authority of Pakistan for speedy freight equalization claim processing and less cumbersome documentation.	Through dialogue facilitated by the FIRMS Project between industry representatives and the Ministry of Commerce, the ambit of the inland freight equalization incentive was widened	Incentive for marble industry clusters located up-country to export and venture into new markets.

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
		Initial dialogue has already been facilitated between the industry and the Commerce Ministry.	to include squared blocks from the marble industry located up-country.	
2393,2395,2396-2419	BDS delivery gap analysis	The aim of this activity was to obtain critical data in identified sectors on BDS delivery gaps. This survey indicated competencies required to fill those gaps along with an identification of the BDS providers currently serving these sectors.	This activity was accomplished by using an exhaustive questionnaire, focus group discussions and one-on-one meetings with the industry stakeholders. This gap analysis was conducted to provide the basis of development initiatives of the FIRMS Project	The results of this survey will be used in developing the Sector Support Network and the overall BDS strategy.
2390	BDServices™ Franchise Program	This activity was designed to improve the delivery of BDSP services to Small and Medium Enterprises (SMEs) in urban and rural districts in Pakistan	The RFP for operations manual, logo design and registration of BDServices™ as a legal entity were in process.	This activity has been curtailed upon the directive of USAID's letter dated May 18, 2010.
3417	Professional Communities	This activity entails developing and implementing professional networking communities to: (1) Support private sector professionals to enhance their management capacities and strengthen the institutions in which they work; and (2). assist BDSPs and select business associations to serve their clients better.	Short term consultant Andrew Kaiser met with six associations in Lahore and Karachi to discuss the concept of professional communities and seek their willingness in becoming implementation partners for the program.	This activity is now being launched as the Sector Support Network (SSN).
3321	Telenor Grading Booklet	This activity developed a detailed, accurate, and descriptive quality standards grading book in order to facilitate the orderly marketing of fresh fruits and vegetables in Pakistan using the Telenor-based mobile phone system.	FIRMS Project held meetings with large scale buyers of fresh fruits and vegetables to get their opinion on the contents of the grading booklet developed by Telenor Pakistan and its applicability to the buyers. Meetings were held with the following organizations: (1) PepsiCo Ltd, (2) Mitchell's Food, (3) Shezan Foods,(4)Metro Cash & Carry Pakistan.	Short term consultant Dr. David Picha worked on this activity to develop more precise, accurate, objective and transparent grading standard system that will facilitate the marketing of fresh produce within Pakistan.
3306	Demand survey for Commodity Import Program (CIP)	FIRMS Project conducted a comprehensive survey of the demand and likely use of a potential USAID-supported commodity import program for agricultural commodities, machinery, and equipment.	FIRMS Project formulated a team of four technical experts to conduct the survey.	FIRMS Project delivered a report on the demand survey and offers recommendations for its implementation in Pakistan. The report is with the USAID agriculture department experts Dr. Barry Primm and Dr Ron Curtis for further action.
1298	Rapid Assessment Report (RAR) on BDS market in Pakistan conducted and delivered	A rapid assessment of the demand and supply landscape of BDS in Pakistan was conducted primarily through secondary research, detailing current gaps and constraints in service delivery.	RAR proved to be an important manuscript for future BDS activities.	The RAR laid the foundation for a detailed Pakistani BDS sector assessment which provided input for the BDServices™ franchise organization,

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
				capacity building of existing BDSPs, and the integration of women into the economic mainstream.
3220 - 3239	Mapping of BDS providers	A comprehensive analysis of the supply landscape of BDS in Pakistan, detailing current gaps, constraints of delivery, and the commercial viability of undertaking BDS as a business.	Primary data was collected by conducting a mapping exercise with the help of a survey.	An analysis of secondary data sources with reference to geographical spread, services menu offered, and sectors served by BDS providers has been completed. Results used to develop RAR.
3183	Facilitate Telenor's Launch of trade commodity price service	Telenor Pakistan is planning to introduce a trade commodity price service that will provide prices of trade commodities to SMEs over their mobile phones. FIRMS is facilitating Telenor in determining the needs of SME clients in selected districts and sectors so the service can best facilitate information requirements of the SMEs operating in these targeted areas.	FIRMS facilitated Telenor in determining the needs of SME clients in selected districts and sectors so the service can best facilitate information requirements of the SMEs operating in these targeted areas.	This activity helped in obtaining information from SMEs operating in targeted districts across Pakistan and resulted in improvement and functionality of SMEs in Pakistan by making it easier for them to obtain useful information for their businesses.
150	Offer of DCA facility to SMEs in Pakistan	DCA risk guarantee implementation modalities were discussed with financial institutions in a meeting held on November 18 with USAID and the FIRMS Project. Participants included heads of SME lending from commercial banks and microfinance institutions.	Short term consultant Rob Teitelbaum conducted an assessment of the DCA landscape. He met with various financial institutions and SMEs to gauge their ease of access to financial instruments.	The assessment led the FIRMS Project to determine that DCA facility to SMEs in Pakistan is viable and would enhance the country's economic growth. This activity is now on hold.
1924	Validating and consolidating BDSP databases of SMEDA, BSF, ASF, EU and SEAS	This activity was focused on revalidating and verifying the existence of pre-identified BDSPs in a "consolidated database" that will help the creation of a network of BDSPs operating in various sectors across Pakistan	Secondary data was collected from the databases of SMEDA, BSF, ASF, EU and SEAS.	Revalidating and verifying the BDSPs formed the basis for the web-based portal to provide services for SMEs and Franchisees.
387	Consultative workshop held in Lahore, Karachi and Islamabad	Participants included representatives from various public and private BDS organizations, NGOs, and financial institutions. The purpose of the workshop was to collect information on the state of the BDS sector in Pakistan.	The data collected was used for developing a baseline, situation analysis report on the BDS sector. A Rapid Assessment Report on BDS market has already been submitted.	This event provided critical data required to understand the BDS sector.

NEXT STEPS

- FIRMS Project, under the Mango MUAVAN Program, intends to increase its partners with three IUA's in pipe-line and at least ten more for the next Mango Season, 2011.
- Feasibility of post-harvest infrastructure at cluster level with a common packing house facility and strategy plan

- GLOBALG.A.P certification of 10 more mango farms by 2011 in order to increase the supply base of quality mango providers
- Further trial shipments to include all mango varieties especially from the new participants of the Infrastructure Program to multiple destinations in Europe
- Buyer-seller conference between Pakistani mango growers and international importers to establish business linkages
- Study tours and trainings for mango packing house operations as per international best practices.
- Fruit Logistica Asia, September 2010 and Fruit Logistica Berlin, February 2011. The first phase of interventions for the dates sector focused on preparing the dates sector for market linkages and export readiness. The second phase of interventions will build on the export potential created and focus on increasing exports. These include the following.
 - Packaging interventions to ensure all packaging material are of international standards. The objective is to facilitate international sales of all fresh dates and value added date products. Interventions will include supporting production of international quality packaging material, creating linkages between the vendors and exporters alongside all necessary trainings to ensure proper implementation.
 - Marketing interventions to support marketing of fresh dates and value-added date products. The objective is to provide the necessary support to increase international awareness of Pakistan dates and date products. This will include marketing and advertising themes to provide a national and international awareness of the Pakistan dates sector and all its available products. Alongside this all necessary training will be provided to ensure long term sustainability of marketing initiatives.
 - A series of documentaries will be developed to capture FIRMS Project's work in the dates sector. The series will also include training videos to allow the interventions to reach a larger group.
 - Delegation to international dates farms and facilities to help create awareness of modern techniques.
- Upon getting USAID approval on the fisheries sector work plan, FIRMS Project will continue to have follow-up meetings with DG Marine Fisheries Department in order to get support to engage key stakeholders in the fisheries sector to be involved in the FIRMS-facilitated strategy development process.
- As a result of Pakistan Handmade, most participating businesses have received sample orders from the international buyers. The entrepreneurs are currently working on samples which will then be sent to the buyers for approval. Based on information received one week after the event from 50% of the buyers, spot sales exceeded \$18,365 and sample orders are approximately \$300,000. Anticipated orders over the next 12 months from these buyers amount to \$1,092,000.
- Provincial Agricultural Marketing Policy Framework – The Government of Sindh has requested FIRMS Project's assistance in the current financial year to formulate and notify downstream legislation (rules, regulations, by-laws) to make the regulatory framework comprehensive. The Government of the Punjab will review the reform framework in detail prior to initiating a summary to get the Chief Minister's approval of the reform principles and regulatory framework proposed for the agricultural produce marketing sector.
- Business Process Re-engineering for Inland Freight Equalization – FIRMS Project will continue to work closely with the Ministry of Commerce and industry stakeholders to overcome cumbersome business processes

CHALLENGES OR COMING EVENTS REQUIRING USAID SUPPORT

- Delegation of dates stakeholders and provision of booth to participate in Asia Fruit Logistica in Hong Kong in September 2010.
- Market readiness consultant Halle Butvin has recommended sending six women-owned businesses to New York International Gift Fair from August 13 to August 20. The purpose of the trip is market research and linkages. Businesses will gain critical first-hand knowledge on pricing and product lines and learn about their competition. They will also identify other potential buyers with whom they can share their catalogs and contact information. They will receive trainings focused on trends and product development and be part of a retail merchandising tour of NYC, gathering additional knowledge on the market, end customers and product lines, pricing, quality and colors, and have the opportunity to put everything learned through MRP and Pakistan Handmade into practice.
- USAID has suspended work on this activity once Halle Butvin's assignment ends on August 31, 2010.

PROGRESS AND ACCOMPLISHMENT – KPK

OVERALL

ACTIVITIES

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
3191	International Best Practice Mining Policy: KPK	Support on developing a mining policy in line with international best practices. Proper mine/quarry management and investment is constrained across much of the country due to ineffective mining concessions, resulting in weak regulation and enforcement of mining lease agreements. As a consequence of the above, industry best practices have not been introduced and meaningful investment in technology and expertise has not been made.	Through consultation with the Director General of Mines and Minerals and the Secretary of Mines and Minerals KPK, a scope of work for the proposed support was drafted by FIRMS Project.	A scope of work for an expert was drafted by FIRMS Project and was agreed by the Mines and Minerals department of KPK
3779	District Economic Development Strategies: KPK	A team of experts, including sector specialists, will provide oversight to the district level team in Swat and formulate District Economic Development Strategies (DEDS) each district. , which will provide an assessment of each district, analyzing the local economic base, available and potential opportunities, and bottlenecks to growth and investment. The strategies will enable the provincial and district governments to reduce inefficiencies and embark on a broad-based development agenda. Short-term, medium-term, and long-term goals will be devised for local economic development and will be aligned with national development priorities. The DEDS will focus on enhancing the local economic capacity of the selected districts, improving the investment climate, and increasing the productivity and competitiveness of local enterprises and the labor force.	Buy-in of the provincial government was achieved and scope of work for the activity was agreed. The NWFP government identified three districts for initial activities: Peshawar, Charsadda and Swat..	Technical teams for the planned intervention have been formulated
3505	Institutional Support: PaRRSA	The objective is to provide technical assistance to PaRRSA to build its institutional capacity to develop strategies, formulate policies, and plan/implement development projects that will stimulate economic growth.	As a direct outcome of the consultation with PaRRSA. FIRMS Project has provided short-term technical expertise to PaRRSA to improve its capacity to efficiently plan/implement developmental strategies for the Malakand region	Planning Expert, Economic Analyst M&E Expert have been engaged by FIRMS and deployed in PaRRSA

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved

NEXT STEPS

- FIRMS Project will engage an international mining policy expert to review and draft a mining policy for the KPK Government.
- FIRMS Project will continue to provide Institutional Support to PaRRSA.

BUNER

ACTIVITIES

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
231	FIRMS Project to help Buner Marble Cluster to overcome power crisis.	The Marble Factories area, commonly known as the Marble Cluster, in Buner, KPK, confronts a major power shortage which hinders the production and processing of stone.	The FIRMS Project met with the Federal Secretary for Water and Power and the CEO of the Peshawar Electric Supply Company (PESCO) to explore collaboration on the up-gradation of Daggar Grid Station's production capacity from 66 KVA to 132 KVA and/or development of a new grid station in Salarzai, an area of the district.	Development of a working relationship between PESCO, Government of KPK and the FIRMS Project for future collaboration.
2200 - 2219	"Return, Rebuild, and Revive Buner Marble Industry" conference for marble sector stakeholders (Phase 1) held on August 18, 2009	Thirty-five Buner Marble sector stakeholders (including representation from Ministry of Industry via PASDEC) and others related to the value chain participated in a consultative workshop to discuss major constraints and needs to rebuild the industry.	The overwhelming constraint expressed by participants (15 of whom are in Buner trying to maintain or reopen their businesses presently) was the supply of energy which has cut sector's production capacity to 1/5 according to testimonials given by entrepreneurs. Nearly 20,000 jobs in Buner alone have been lost.	Stakeholders were introduced to the FIRMS Project, its aims and objectives, and the stage was set for collaboration. Firsthand knowledge of the constraints to revival and rebuilding efforts in Buner was solicited and obtained.
2300-2319	District profile and sector assessments	Identification of sectors using Revealed Comparative Advantage (RCA), Export Prospect Index (EPI), potential for employment generation, and value chain methodologies.	First draft of the complete report submitted to FIRMS Project, based on focus group discussions and information gathered via primary and secondary research.	Identification of sectors (agriculture, construction sector, grinding mills, horticulture, livestock, marble, metal sector, money transfer business, retail, telecommunication, transportation and woodwork) through the information collection matrix.

PESHAWAR

ACTIVITIES

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
3435	FIRMS Project met with Mr. Ethasham Ullah Khan, Assistant Professor, UET Peshawar and Mr. Sarwar Khan, gems consultant, UET Peshawar followed by visit to Gemstone Development Center, UET Peshawar	Gems and jewelry expert Mr. Gordon Studebaker and a FIRMS Project representative met Mr. Ethasham Ullah Khan, Assistant Professor, UET Peshawar and Mr. Sarwar Khan, Gems consultant, UET Peshawar, for the needs assessment of the gems and jewelry sector, as a step in developing a strategy.	During the meeting it was learned that the center is successfully conducting diploma courses in the area of gemology.	The possible affiliation of Gemstone Development Centre with Gem A, a renowned international gemology institute in the UK was discussed. The need for the private sector to be involved for research and development was emphasized. The meeting was followed by a visit to the center.
2300-2319	District profile and sector assessments	Identification of sectors using Revealed Comparative Advantage (RCA), Export Prospect Index (EPI), potential for employment generation and value chain methodologies.	First draft of the complete report submitted to Dexis and the Private Sector Development (PSD), based on focus group discussions and information gathered via primary and secondary research.	Identification of sectors (agriculture, automotive, bangle manufacture, construction sector, cottage industry, flour mills, food processing unit, gems and jewelry, health, pharmaceuticals, poultry farming, raisins, RCC factories, retail, rice husking mill, and rice mills) through the information collection matrix.

CHARSADDA

ACTIVITIES

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
2300-2319	District profile and sector assessments conducted	Identification of sectors using Revealed Comparative Advantage (RCA), Export Prospect Index (EPI), potential for employment generation, and value chain methodologies.	First draft of the complete report submitted based on focus group discussions and information gathered via primary and secondary research.	Identification of sectors (fisheries, foot wear, handicraft and marble) through the information collection matrix.

DIR LOWER

ACTIVITIES

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
2300-2319	District profile and sector assessments conducted	Identification of sectors using Revealed Comparative Advantage (RCA), Export Prospect Index (EPI), potential for employment generation and value chain methodologies.	Information collection matrix has been formulated from the data collected via primary and secondary research.	Identification of sectors (agriculture, bakery products, dairy, embroidery, food processing units, furniture, handicraft, horticulture, livestock, marble, paper mills, and RCC factories) via information collection matrix. Still waiting for the final first draft of the complete report from the subcontractor.

SWAT

ACTIVITIES

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
3435	FIRMS Project's representatives met Swat Gems Traders and Miner Association to discuss potential collaboration with the association in order to strengthen the gems and jewelry sector in Swat.	FIRMS Project met Swat Gems Traders and Miners Association members Haji Rasool Khan, president of the association, Bahadur Shah, General Secretary of the association, Haji M. Hakeem, Trader and miner, Iftikhar Hussain, trader, Nawaz Khan, trader, to explore various opportunities to work for the development of the local gems and jewelry sector.	Many results came out of the meeting including initiatives to work with traders and miners to launch Gems Bazar in Mingora, Swat, to conduct gemology training and an in-kind grant for gemology kit, to conduct lapidary training (faceting, carving, bead & cabochon making etc.) as this will include gems and marble as raw material and to focus on jewelry design/manufacturing with a focus on local design in silver and other metals.	Impact achieved will depend on whether or not further work is carried out in the gems and jewelry sector
3276	Swat Fisheries sector census phase 1	The objective of this assignment is a thorough, verifiable census of the fish hatchery and fish grow out businesses in Swat District that will underpin a program of restoration designed to enable these businesses to produce the products, quality and quantities demanded by internal and external markets	Buy-in of the Provincial Government (PaRRSA) as well as Swat trout fish farms achieved. The business rehabilitation plans were prepared and business recovery support agreements were signed with fish farmers for their rehabilitation and provision of in-kind support of construction materials, operating equipment, and production inputs.	Improved production, marketing and management of fisheries sector as a result of business recovery support agreement resulting in increased profit of the fish farmers.

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
3588	Short-Term Procurement Advisor	The objective of this consultancy is to plan and document the FIRMS Project's upcoming in-kind procurements in Malakand which requires strict adherence with USAID rules and regulations, and train staff involved in the process.	Procurement manual and plans prepared; facilitating smooth procurement of goods and equipment for Malakand Program.	Facilitated FIRMS Project's upcoming in-kind procurements in Malakand to ensure adherence with USAID rules and regulations, and train staff involved in the process.
3771	Swat Trout Fisheries Sector TA & Field Support Phase 2	A team of experts was embedded in the Swat district office to work closely with stakeholders in developing procurement quantities and assisting trout fisheries in use of procured equipment and materials.	Developed agreement with trout fish farms on procurement quantities and assisted trout fisheries in uses of procured feed, equipment and materials.	Develop agreement with trout fish farms on the procurement quantities and assisting trout fisheries in best practice uses of procured feed, equipment and materials.
3413	Mobile Survey Application for Swat Tourism Census	This consultancy developed a simple cell phone application to enable the tourism census team's enumerators to quickly get basic information on the inventory of hotels and other site assets uploaded to a web based map such as google maps.	Quickly obtain basic information on inventory of hotels and other site assets uploaded to a web based map such as Google maps.	Hotel census information compiled for rehabilitation and promoting tourism.
3325	Swat tourism sector Census	A team of experts was embedded in the Swat district office to work closely with stakeholders to collect thorough, verifiable data on hotels, guesthouses, restaurants, and other attractions. The information will underpin a program of restoration, sector mobilization and active promotion to revive the once thriving tourism industry in Swat Valley.	The hotel industry and tourism sector received a major setback in the Swat. It was observed that the situation is improving rapidly; leading towards normalcy.	Census Information will help the stakeholders to assess damages caused to hotel industry for its rehabilitation.
3426	Malam Jabba procurement requirements	This consultancy prepared a comprehensive set of procurement requirements that will form the basis for the design, supply, and construction of two ski lifts to replace those formerly at Malam Jabba.	Buy in of the provincial government of KPK, PaRRSA and USAID regarding the rehabilitation of the tourist point; which received major damage during the militancy of 2007-08.	Proposals/Deliverable for rehabilitation of Malam Jabba procurement requirements.
3570	DAWN International Travel and Tourism Show 2010	To promote tourism in the conflict-affected district of Swat, FIRMS Project supported Sarhad Tourism Corporation, Gandhara Art and Culture Association, and Aik Hunar Aik Nagar to participate in the Dawn News International Travel and Tourism Show on May 9-10, 2010 at the PC Hotel in Karachi.	The event was a joint collaboration with partners from public and private sector to encourage general public to participate in promoting Swat tourism.	Awareness raising about Swat valley and encouraging tourists to visits the Swat to promote economic activity including jobs creations in Swat.
3326	5-Month Swat Tourism 2010 Strategy prepared	Ms. Elizabeth Flew developed a multifaceted strategy and work plan to commence in 2010 the process of returning Swat to its former position as Pakistan's premier tourism destination.	A strategy and work plan were delivered to USAID.	Awareness raising and promoting tourism in Swat valley and encouraging tourists to visits the Swat

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
3775	Visit of 25 national tour operators to Swat from June 25-28, 2010.	Event brought tour operators to Swat to see hotels in three clusters, and help the operators plan summer holiday offerings for their clientele	Tour operators have promised to bring more tourists from other parts of the country to Swat.	Tour operators from all over country visited and enjoyed tourist places in the Swat valley. Tourists reported complete peace in Swat and promised to offer their full support to restore the tourism sector and hotel industry in Swat.
3687	District economic development strategies: Swat	A short-term technical assistance comprising of team of experts was embedded in the districts to work closely with district governments and all stakeholders to formulate a district economic development strategy	Buy-in of the provincial government achieved and scope of work for the activity was agreed. It was also agreed that a gender expert would be part of the experts' team to ensure gender equity.	Full support of the Planning and Development Department extended to the District team.

PROGRESS AND ACCOMPLISHMENT – PUNJAB

OVERALL

ACTIVITIES

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
2020	District economic development strategies for Punjab prepared	A team of experts, including sector specialists led district level teams in Multan and Bahawalpur to formulate district economic development strategies (DEDS) for each district. DEDS will provide an assessment of each district, analyzing the local economic base, available and potential opportunities, and bottlenecks to growth and investment. The strategies will enable the provincial and district governments to reduce inefficiencies and embark on a broad-based development agenda. Short-term, medium-term, and long-term goals will be devised for local economic development and will be aligned with national development priorities. The DEDS will focus on enhancing the local economic capacity of the selected districts, improving the investment climate, and increasing the productivity and competitiveness of	Draft final DEDS have been formulated for two districts in South Punjab	Stakeholders are generally agreed on the need for local economic development which accords priority to the key sectors proposed in DEDS

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
		local enterprises and the labor force.		
MULTAN				
ACTIVITIES				
Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
3462, 3461, 3459, 3460, 3623, 3625, 3626, 3624, 3627	Mango MUAHAN Program - On-farm infrastructure	On-farm infrastructural developments continued under the Mango MUAHAN Program with various farms on board with FIRMS Project (after signing IUAs with FIRMS Project) in various stages of infrastructural development according to the schedule planned for them.	JDW Farms in RYK and Ali Tareen Farms in Lodhran were provided with desapping equipment while nine mango farms (including Lutfabad Fruit Farms, Sar Buland Farm, Ali Tareen Farm, JDW Orchards, MuzaffarNagar Farm, Zarpak Horticulture Product, Leghari Fruit Farm, Tareen Mango Farms and Dhillon Agri Farm) were provided with harvesting crates for better handling of mangoes.	De-sapping is used to remove sap from mangoes which causes disease and infection. Mangoes that are not de-sapped (as normally practiced) are more prone to be infected with disease as compared to de-sapped mangoes. Plastic harvesting crates reduce the damage to mangoes during harvest.
3641, 3642	Mango MUAHAN Program - On-farm infrastructure	KoldKRAFT laid the insulation floor at Ali Tareen Farms. Insulation material has also reached JDW Farms and will be laid upon completion of the cement base.	Cold storage at Ali Tareen will be completed in the first week of July.	The cold storage will be used for trial shipments to Europe and Singapore
3232	Mango MUAHAN Program - On-farm infrastructure	FIRMS Project's design consultant has delivered a detailed set of construction drawings for the packing house and housing for blast chiller and cold storage to Lutfabad and Sarbuland farms.	These farms have signed the IUA (Infrastructural Up gradation Agreement) with FIRMS Project.	Estimated date of completion of the foundation for the cold storage housing for these farms was third week of July 2010 and the complete packing-house building will be constructed by 10th September, 2010.
3232	Mango MUAHAN Program - On-farm infrastructure	RFQ for blast chiller and cold storage: Contract has been signed with KoldKRAFT.	RFQ for pruning and harvesting tools: Evaluation of Proposals has been completed and signing of contract with best bidder is in process. RFQ for mango processing line with hot water Treatment Evaluation of proposals has been completed by PSD team. International Mango consultant	RFQ was finalized and further work was initiated to execute this RFQ
3232	Mango Mauvan Program - On-farm infrastructural development	Mr. Muhammad Anwar, Production Manager of KoldKRAFT (FIRMS Project's selected vendor for	Mr. Anwar discussed with the farmers the proposed lay-out of the equipment, orientation,	This visit helped the farmers in better understanding the required foundation

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
		supplying blast chiller and cold storage solution to mango farmers under the Mango MUAVAN Program) visited JDW Orchards and Ali Tareen Farms.	and specifications required for building the Cold Storage/Blast chiller Housing. This was done on behalf of the FIRMS Project to guide the mango farmers on design and specifications for the required housing of the cold storage.	and construction modalities for housing this equipment.
3232	Signing of Infrastructure Up gradation Agreements	These were agreements with Mango farm owners to provide on farm infrastructure on a cost sharing basis to the farms to improve post harvest handling of mangoes.	By the signing of these IUAs, the respective farms would in the future have infrastructure that will help them export mangoes.	Due to the infrastructure development, FIRMS Project made a successful mango trial shipment to Europe.
3200	FIRMS Project and USAID CRISP Project joined hands to conduct on-farm assessment and evaluation with farms who have signed MOUs with FIRMS Project under the Mango MUAVAN Program	Representatives from USAID FIRMS Project and USAID CRISP Project conducted a needs assessment in those farms of Multan and Rahim Yar Khan that are already on board with the FIRMS project under the Mango MUAVAN Program.	The needs assessment was based on various parameters designed to check the farms' feasibility in adopting the new infrastructure. Needs such as packinghouse requirements, design adaptability (with new designs), space availability, water availability, power availability etc. were assessed in detail. A discussion on the availability of equipment used in/and vendors of mango processing lines also took place.	This opened avenues for future possible collaboration between the two USAID projects.
3200	FIRMS Project and USAID CRISP complete on-farm assessment of Mango Farms and discuss future collaboration	FIRMS Project and CRISP completed the on-farm assessment on farms in Multan and Rahim Yar Khan that had entered in partnership with USAID FIRMS Project under the Mango MUAVAN Program.	The assessment was fruitful in many aspects and highlighted many requirements and needs of different farms.	FIRMS Project and USAID CRISP also discussed future collaboration and the plan of action to be followed in setting up the required infrastructure.
3200	Farmers register for GLOBALG.A.P Certification	Mohammad Khan Leghari of Leghari Fruit Farms in Rahim Yar Khan and Farid Khan Khakwani of Faridabad Fruit Farms in Multan have registered for GLOBALG.A.P certification.	GLOBALG.A.P certification ensures a standardized high level of quality and integrity.	If certified with GLOBALG.A.P these farmers will be able to export mangoes all over the world and give Pakistani mangoes recognition in the international market.
3200	Mango MUAVAN Program - GLOBALG.A.P Implementation: Pre-audits conducted in Southern Punjab (Multan).	FIRMS Project, under the Mango MUAVAN Program, has conducted a pre-audit for farms in Southern Punjab to assess the gaps in these farms in relation to the Global GAP Compliance parameters and checklist.	Record keeping mechanism, infrastructure requirements (washrooms, pesticide and fertilizer storage areas), workforce capacity, soil/water/leaf tests schedule and other data was collected during this visit so that all shortcomings in terms of required GLOBALG.A.P protocols can be highlighted and communicated to the farmer for appropriate implementation	The preventive and corrective action plans which need to be implemented by farmers were discussed in detail with target dates.
3200	Mango MUAVAN Program - Global GAP Implementation: Pre-audits conducted	FIRMS Project, under the Mango MUAVAN Program, has conducted a pre-audit for 2 more farms to assess	Record keeping mechanism, infrastructure requirements (washrooms, pesticide and fertilizer	The preventive and corrective action plans which need to be implemented by

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
	in Rahim Yar Khan and Muzaffarnagar	the gaps in these farms in relation to the Global GAP Compliance parameters and checklist.	storage areas), workforce capacity, Soil/Water/Leaf tests schedule and other data was collected during this visit so that all shortcomings in terms of required Global GAP protocols can be highlighted and communicated to the farmer for appropriate implementation.	farmers were discussed in detail with target dates. FIRMS Project has conducted the pre-audit for the following farms: Leghari Fruit Farm in Rahim Yar Khan, and Tareen Mango Farm in Muzaffarnagar.
3179	FIRMS Project and USDA conducted consultative discussions with Shujabad Research Station.	The discussions held with Shujabad Research Station primarily addressed the prevalence of Sudden Death Syndrome (SDS) in mangoes, which is a major problem faced by the majority of mango growers in Pakistan.	A plan was developed for setting up demonstration plots at the Mango Research Station in Shujabad or other appropriate government research facilities to compare characteristics of produce through various agriculture practices.	Increased understanding of the problem of SDS and developed a plan for improving the situation. Facilitated research studies by providing expert help in different stages of the value chain to help design and monitor the test plots.
2320 - 2339	Competitive mango stakeholders seminar and workshop held in Multan on August 21, 2009.	The objective of the workshop was to gain insight from the stakeholders on various aspects of the mango value chain to formulate the strategy of the mango sector.	Forty mango stakeholders discussed the pre-harvest, post-harvest, value addition, capacity building and national and international marketing aspects of the mango value chain. Their insights were incorporated into the mango sector strategy.	Developed a good rapport with the major stakeholders of the mango sector and moved one step closer towards the completion of the first draft of the mango sector strategy.
2320 - 2339	Meeting with Mango Growers Association of Pakistan	Consultative discussion between Mr. Mustafa Khakwani, President of Mango Growers Association of Pakistan, Dr. David Picha, and other major stakeholders on the entire mango value chain.	Consultative discussion on the pre-harvest, harvest, post-harvest, value addition, capacity building, national and international marketing aspects of the mango sector.	Development of draft mango sector strategy.
3652	Meeting with Mr. Abdul Ghaffar Grewal, Horticulturist, Mango Research Station Shujabad	The meeting was conducted to discuss current research activities taking place in Shujabad Mango Research Institute and to get inputs on various varieties of mango that can be suitable for drying.	Hybrid varieties of mangoes introduced by Shujabad Research Station can be one of the potential varieties for dehydration. Pre harvest stage of mango can be suitable for drying purposes but here a critical research is needed that at what pre mature stage of mango, it can be processed for dehydration. Chaunsa Summer Bahisht or White Chaunsa can be a good quality mango for drying purpose due to its longer harvest period, fiber, size and brix content.	The meeting resulted in determining the pre-harvest stage of mango, prerequisites for mango drying, and identification of potential suitable varieties of mangoes.
3656	Meeting with Women Mango Growers from Multan: Ms. Rubina Walah, from Ladies Social Welfare Society in	The meeting focused on women's active involvement in the production of mango value added products, especially dried mango production on small level.	Ms. Rubina Walah, female mango grower, is actively involved in conducting trainings for women organized by her Welfare Society that	The meeting resulted in identifying

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
	Jahanian. Ms. Asifa Haneef, Ms. Kausar Hafeez, and Ms. Ashraf Saleem from ?	Consultant shared with women growers the process of drying mango including the machinery and technologies required for drying purposes.	includes Vvalue-added products of mangoes e.g, mango powder, mango chattni, and mango leather. This activity aims to increase women participation in mango value added products sector and help them start their own small scale business.	women mango growers that can be potential partners for collaboration in mango value-added production activity.
3653	Meeting with Mr Inaam Ali Shah, owner of Al SFA Industries: Mango Pulp Plant Unit and Fruit Juices Filling Unit Kabirwala.	The meeting was conducted to discuss mango processing techniques, requirements for HACCAP certification, fruit quality requirements for export focusing on the potential for dried mango products in international market.	Processing of ground fruit (losses, fallen fruit) are not suitable for dried production especially to target export market. Gas driers/dehydrators are not locally made or available but China and Korea manufacture the food processing driers which are been used for mango drying. Sulfur as a preservative can be hazard to health and instead citric acid or ascorbic acid can be used for preservation of color in dehydrated mangoes.	The meeting resulted in identifying potential markets for dried mango export and pre treatment of mango that is required for color preservation and increasing its self life.
3472	FIRMS Project's leather expert visits Multan (Southern Punjab)	In continuation of his assessment work on leather sector in the 'at risk' districts under FIRMS Project's focus, James Parchman, the international leather sector expert fielded since February 27th, 2010, visited the leather cluster in Multan April 7-9, 2010	During his stay in Multan, two prominent leather producers, M/s Multan Hide Company and M/s Khawaja Tanneries, along with smaller companies in the leather tanneries cluster situated within the Multan Industrial Estate were visited. Matters related to improvement in industrial production, effluent treatment, product diversification and export marketing came under discussion during the meetings.	Marketing, interventions related to environmental hazards produced by the tanning processes and training of workforce figured highest on the priority list. Persons met at Multan also included the Chairman North Zone of Pakistan Tanners Association.
2212	Family Appreciation Program – South Punjab Women's Chamber of Commerce and Industry (SPWCCI)	FIRMS Project conducted a "Family Appreciation" event with SPWCCI to reinforce the positive behavior of supportive spouses and publicly recognize their contribution to the family business to facilitate success of women entrepreneurs.	This event publicly recognized the supportive family members as positive role models for others to follow and to change public perception of working women.	This inspired other Women's Chambers to host their own events in order to encourage more women to become members. Seventy people attended the event, which was co-hosted by the Southern Punjab Women's Chamber of Commerce and 10 spouses received public recognition. Extensive media coverage directly led to increased membership (SPWCCI).
3280, 3469	Two market readiness program trainings titled "A Successful Exhibition" and "Product Development, Costing and	Halle Butvin delivered training on product development, costing and pricing for exports and booth decoration and buyer communication techniques.	Participating businesses are better equipped to initiate and maintain buyer relationships, increase ROI on exhibitions by selecting appropriate exhibitions, merchandising, and systems to	Success at Pakistan Handmade and on-the-spot-sales and sales orders from international buyers. Figures given under "Pakistan Handmade"

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
	Pricing For Exports” delivered		facilitate repeat sales. New products developed to meet international customer requirements with respect to quality, cuts, patterns, colors, embellishments, etc.	
3554	Mango Harvesting and Post Harvest Handling Training - Lutfabad Fruit Farm - Multan	Five female mango farmers attended this training in Multan	Enhance the capacity of farmers, harvesters, extension workers, exporters and farm managers to harvest the mangoes safely and then to clean and process them scientifically as per international best practices, to enhance mangoes shelf life and to reduce post harvest losses. The training will impart necessary knowledge and skills on harvest maturity indices, harvesting techniques, washing, de-sapping, and sorting of mangoes.	Efforts underway to facilitate GLOBALG.A.P certification to the most dedicated and promising female mango farmers.
3302	District Economic Development Strategy: Multan Launch	The event marked the start of the district economic development strategy effort in Multan. The purpose of the event was to present the overarching objective of the strategy to all stakeholders, including district government and private sector representatives	FIRMS Project was successful in achieving a broader buy-in from all stakeholders, while at the same time providing complete ownership to the stakeholders of the district	The event acted as a launching pad for the strategy drafting stage. The attendants included the DCO Multan, all concerned EDOs, and representatives from Multan Chamber, Farmers Associations, Academia, and trade associations. The interaction also introduced the technical team to all key stakeholders.
2324	District Economic Development Strategy: Multan	A district team comprising of Public Finance Specialist, Economic Governance Specialist, project manager, project coordinator and data collectors were based in the district and worked closely with all stakeholders including the District Government to formulate DEDS for Multan	Draft Final DEDS have been formulated for two districts in South Punjab	Stakeholders are generally agreed on the need for local economic development which accords priority to the key sectors proposed in DEDS

NEXT STEPS

There are currently efforts under way to identify more dedicated and committed female mango farmers who can be incorporated in the Mango MUAVAN Program and receive the same technical assistance that male mango farmers are receiving.

LAHORE

ACTIVITIES

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
3232	Female Mango Growers from across Pakistan gathered under one roof	In order to strengthen the community of the female mango farm owners of Pakistan, FIRMS Project held a seminar on April 12, 2010 in the Lahore office for the dual purpose of introducing FIRM's Mango MUAVAN project to them and also to help unite the nationally dispersed female farm owners onto a united forum.	Female farm owners from all over Punjab and Sindh were invited to participate in FIRMS Project's's first step towards empowering the female agriculturists of Pakistan. The objective of this seminar is to increase female participation in Mango export, employ more females and produce greater value-added products and services. The female mango farmers were also introduced to good agricultural practices that can help them participate to help the industry achieve improvement and prosperity in the nation. There were discussions on tree nutrition and pruning, post harvest care, packaging and irrigation.	The community of the female mango farm owners of Pakistan was united on a forum and able to initiate relationships amongst each other. They were also given the preliminary introductions to FIRMS Project's Mango MUAVAN program. Participants have shown interest in signing an MOU with us for the purpose of joining the Mango MUAVAN program. FIRMS Project will also follow up the Mango value added business to see its local and export potential.
3232	Mango Packinghouse Facility Design drafted	USAID/Pakistan FIRMS Project with the help of USAID/Pakistan CRISP Project, Mango growers and vendors developed an in-house packinghouse facility design.	The design incorporates provision of a mango processing line facility, hot water treatment, a blast chiller and cold storage. The packinghouse dimensions are 100 x 60 (L X W) and will host all necessary post harvest equipment to process and export mangoes as per international best practices.	This design was a significant step in building greater ties between farmers and FIRMS Project.
3232	FIRMS Project's representatives and Mango Growers visited Bhalwal	On Feb 18, 2010, FIRMS Project team members and Mango Growers from Punjab and Sindh visited the Bhalwal area to see the Kinnow operations and equipment.	The delegation met several vendors in Bhalwal and discussed design options and equipment specifications for the mango on-farm packinghouse facilities.	This visit helped a great deal in learning about mechanized farm equipment and fruit handling.
216	Meeting with CEO, Koldkraft (Pvt.) Ltd..	International Mango Expert Dr. David Picha explored the possibility of introducing small scale, customized on-farm cold chain infrastructure for the mango sector.	Minimal efforts have been made in the mango sector to improve the post-harvest care of the fruit, especially at the level of the small-scale producers. Lack of appropriate cold chain maintenance during transport limits the capability of mango producers to provide consistent supplies of high quality fruit.	Setting up necessary infrastructure will allow the producers to have more control over the market by providing a continuous supply of quality mangoes.
216	Trial shipment of mangoes in next mango season.	Consultative discussion on how to resolve the hindrances faced by the farmers to enter the European market and to chalk out the 2010 mango	Collaboration between Mr. Mudassar Amin, Supply Chain Coordinator, Metro Cash and Carry, Pakistan and Dr. David Picha, international mango expert,	A trial shipment is the first step in enabling the Pakistani mango export market's success in European markets.

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
		exports to Europe in collaboration with Metro.	resulted in the decision to work closely with Metro on trial shipments to Europe to test the arrival quality and market life of irradiated mangoes shipped by CA marine containers.	
2764	Meeting with Mr. Haseeb Tahir Baig, Chief Executive, Quality Management Systems 9000.	Consultative discussion, on the crucial role of GLOBALG.A.P in export of mangoes, especially in super store and high end markets.	GLOBALG.A.P certification is in increasing demand as being able to show a commitment to good agricultural practices has become essential for obtaining access to the international market.	Explore the opportunities for acquiring the services of a standards and certifications agency, in obtaining farm level Global GAP and other certifications.
2226	Possible collaboration with PAMCO (Punjab Agri-Marketing Company on on-farm infrastructure	The Government of Punjab/PAMCO is planning to construct a large modern mango packinghouse and cooling facility in the Multan area in the year 2010 to serve the needs of multiple growers.	The packinghouse will serve as a collection point for wholesalers and exporters. It should be located at an appropriate site, which will allow maximum use by small farmers. The ownership and operation of the larger packinghouse facilities should be placed within the private sector. Thus, there will be a greater likelihood of the long-term sustainability of the facilities.	Possibility of working together with FIRMS Project to design this facility and offer guidance on the necessary equipment is required to make this a multi-crop postharvest care facility.
2600 - 2619	Meeting with Pakistan Horticulture Development Export Company (PHDEC)	Discussion between Mr. Mohammad Iqbal, COO, PHDEC and Dr. David Picha, International Expert to discuss the importance of GLOBALG.A.P certification.	Understanding of the role of PHDEC towards the development of the entire mango value chain, as well as in what areas, both FIRMS Project and PHDEC can join hands to improve the mango sector. Issues and constraints on Animal and Plant Health Inspection Services (APHIS) requirements were also discussed, as well as the role of Agriculture Sector Linkages Program (ASLP) towards overcoming such obstacles.	Possibilities of partnership with FIRMS Project and PHDEC clarified to identify policy constraints and proposing second generation reforms to create an enabling environment for the development of the private sector.
2400 - 2419	Meeting with Mango Growers Association of Pakistan	Consultative discussion between Mr. Mustafa Khakwani, President of Mango Growers Association of Pakistan and Dr. David Picha on the importance of awareness on pre-harvest, harvest and post-harvest best practices.	Gained a thorough understanding on the issues and constraints in the entire mango value chain and the importance of having an on-farm pack house in order to decrease post harvest losses.	Organizing an awareness workshop for farmers and extension agents on GAP (Good Agriculture Practices).
2420 - 2439	Meeting with Agriculture Department (Fruit and Vegetable Development Project)	Discussion with Mr. Sajid Ahmad, Deputy Director (Technical) and Dr. M. Aslam, Deputy Director (Training Coordinator) about the status, issues and challenges of capacity building of mango farmers.	Highlighted the need for experts to be engaged in initial assessment/strategy development, training of trainers and capacity building of local resources in the various areas of the entire mango value chain.	Decision to collaborate in identifying national and international experts for the development of the mango sector.
2320 - 2339	Consultative meeting with the Secretary Department of Agriculture, Government	Discussion on future collaboration between Department of Agriculture, Government of Punjab and	The Secretary highlighted Government of Punjab initiatives to collaborate with Metro Cash & Carry,	Possibilities of collaboration with the Government of Punjab Agriculture

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
	of Punjab	FIRMS Project in developing the mango sector strategy and its effective implementation.	stressing the importance of the role of the private sector.	Department and FIRMS Project.
2320 - 2339	Meeting with Metro Cash & Carry	Consultative discussion between Mr. Rehman Ali, Manager Fresh Fruits, and Dr. David Picha, to discuss Metro's role in the export of mangoes to the European Market.	To gain understanding of the demand side of mango exports to Europe's mainstream market and Metro's prior experiment on shipping of mangoes to the European market through refers and controlled atmosphere containers via sea and the challenges faced by them. Another vital issue discussed was the importance of an on-farm mango pack house and chilling facility.	Initiative from Metro to work in collaboration with FIRMS Project for mango export development.
3435	Meeting with representatives of gems and jewelry value-chain	Key members from the gems and jewelry value chain (Asad Ur Rehman, Solitaire Designer Jewelry and Amber Sami, Jewel Craft) from Lahore, and FIRMS Project hire consultant Gordon Studebaker, held discussions to devise strategies for enhanced exports and improved market linkages.	It was stressed that the focus of the sector strategy should be to develop a strong export strategy.	One-on-one meetings concluded in both parties agreeing that new designs following global trade's requirements should be developed.
3764	Meeting with Director General Fisheries Punjab, Dr. Ayub and Secretary Fisheries Punjab, Babar Bharwana	This was an initial meeting to introduce FIRMS Project and to get an overview of fish farms in Punjab. Another objective was to get the directory of fish farmers in Punjab and other relevant key contacts along with any reports done by the Punjab Fisheries Department.	The Government officials gave an overview of the inland fisheries sector in Punjab and gave a verbal agreement to support the FIRMS Project team in the strategy development and implementation process. A formal letter from FIRMS Project, requesting government assistance was requested by them to take the process further. FIRMS Project's work on inland fisheries in Punjab region is contingent on necessary approval by USAID.	Obtained verbal support from the government officials to support FIRMS Project in the strategy development and implementation process, in the Punjab region.
1994	Gender Sensitization Training Phase I	With a project objective to increase women's employment and entrepreneurship by 25%, the FIRMS Project staff participated in a training session to internalize the business benefits of increased women's participation.	Through the process of re-examination of personally held beliefs of gender roles, participants exercised critical thinking and recognized opportunities, both of which are essential for economic growth.	Promoted feelings of equitable treatment among staff, and developed an understanding of the economic and social benefits of increasing women's participation in the workforce. Ninety-five male staff members and 43 female staff members were trained.
3427	Awareness Seminar held for Female Mango Farm Owners: Mango MUAVAN Program - Lahore	To increase women's economic participation in the mango sector, nine female mango farmers from Sindh and Punjab attended a meeting at the FIRMS Project office in Lahore as a first step to inclusion in the Mango MUAVAN Program. As hands-on farm	Informed female mango farmers of the Mango MUAVAN Program, trainings, opportunities and potential areas of collaboration with FIRMS Project and see how best they can be included and facilitated through FIRMS Project.	nNine female mango farmers attended this seminar and were informed about FIRMS Project Mango MUAVAN Program. These female farmers were then invited to on-farm trainings.. These female

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
		managers, these women are eager to build their technical skills in pre and post harvest techniques and horticulture to produce a more competitive product for both export and domestic sales. As the Mango MUAVAN Program moves forward, women farmers will be included in trainings.		mango farmers are being actively included in the Mango MUAVAN Program.
1994	Gender Sensitization Training Phase II	With a project objective to increase women's employment and entrepreneurship by 25%, the FIRMS Project staff participated in a training session to internalize the business benefits of increased women's participation.	Through the process of re-examination of personally held beliefs of gender roles, participants exercised critical thinking and recognized opportunities and tools which can help them engender their work, both of which are essential for economic growth.	Participants were able to explain to businesses, government and supporting institutions the economic benefits of increasing women's employment and entrepreneurship .When confronted with constraints to increasing women's employment and entrepreneurship, participants were able to pursue solutions and overcome restraints and were given practical tools with which to engender their work. Twenty-six male staff members and 16 female staff members were trained.

NEXT STEPS

- Upon getting necessary approval from USAID to work on the inland fisheries sector in Punjab, FIRMS Project will develop a work plan to further proceed with the strategy development process in the targeted areas of Punjab region (Multan/Muzafargarh).
- There are currently efforts under way to identify more dedicated and committed female mango farmers who can be incorporated in the Mango MUAVAN Program and receive the same technical assistance that male mango farmers are receiving.

BAHAWALPUR

ACTIVITIES

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
2300-2319	District profile and sector assessments conducted	Identification of sectors using Revealed Comparative Advantage (RCA), Export Prospect Index (EPI), potential for employment generation, and value chain methodologies.	N/A	Information collection matrix has been formulated from the data collected via primary and secondary research. Still awaiting the final first draft of the

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
				complete report from the subcontractor.
2322	District Economic Development Strategy: Bahawalpur drafted	A district team comprising of Public Finance Specialist, Economic Governance Specialist, project manager, project coordinator and data collectors. were based in the districts and worked closely with all stakeholders including the District Government to formulate DEDS	Draft final DEDS for Bahawalpur was prepared	Stakeholders are generally agreed on the need for local economic development which accords priority to the key sectors proposed in DEDS

PROGRESS AND ACCOMPLISHMENT – SINDH

OVERALL

ACTIVITIES

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
1750	District Economic Development Strategies: Sindh	A team of experts, including sector specialists, will provide oversight to the respective district level teams in Sukkur and Larkana to formulate district economic development strategies for each district. District Economic Development Strategies (DEDS) will provide an assessment of each district, analyzing the local economic base, available and potential opportunities, and bottlenecks to growth and investment. The strategies will en-able the provincial and district governments to reduce inefficiencies and embark on a broad-based development agenda. Short-term, medium-term, and long-term goals will be devised for local economic development and will be aligned with national development priorities. The DEDS will focus on enhancing the local economic capacity of the selected districts, improving the investment climate, and increasing the productivity and competitiveness of local enterprises and the labor force.	Buy-in of the Provincial Government achieved and scope of work for the activity was agreed. Govt. of Sindh identified Sukkur and Larkana to start with	Full support of the Provincial Government extended to the District team.

KARACHI

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
3544	Meeting with All Pakistan Fruit and Vegetable Association (APFVA)	Two consecutive discussion sessions with APFVA focus group were arranged on April 29 and 30, 2010. FIRMS Project COP and other members from FIRMS Project participated in the discussion sessions.	In the first session, the group discussed the gaps in entire value chain of mango processing. The APFVA members discussed some of the ideas for improvements in the mango sector. In the second session, light was shed on the upcoming events to be organized by FIRMS Project i.e. Sanitary and Phytosanitary Training Program, Market Readiness Training Program, Buyer and Seller conference and development of Professional community group. An additional objective of the discussion was to obtain the inputs of the association regarding these programs. Both the sessions were highly useful and productive.	The FIRMS Project may work closely with the APFVA in the future
3748	On Farm Evaluation in Sindh for GLOBALG.A.P certification	FIRMS Project visited these farms to evaluate and monitor their progress.	These farmers from Sindh (Mr. Zain Ul Abin (Murtaza Farms), Mr. Junaid Shah (Hyder Shah Farm), Mr. Mehmood Nawaz Shah (Shah Farms) and Mr. Anwar Bachani (Bachani Farms)) are already under the process of implementing GLOBALG.A.P standards and practices under FIRM Project's Mango MUAVAN Program agreement.	Two of these farms have already gone through a GLOBALG.A.P external audit.
3748	Lecture on GLOBALG.A.P certification	FIRMS Project representative gave a lecture to the faculty of Sindh Agriculture University, Tando Jan on FIRMS Project representative gave a lecture to the faculty of Sindh Agriculture University, Tando Jan on Global Gap certification.certification.This lecture was designed to increase GLOBALG.A.P awareness.	Faculty members were made aware of GLOBALG.A.P certification.	Faculty members are now aware of GLOBALG.A.P certification.
3200	Mango MUAVAN Program - Global GAP Implementation: Pre-audits conducted in Central Sindh (Tandoallahyar and Nawabshah)	FIRMS Project, under the Mango MUAVAN Program, has conducted a pre-audit for five farms in Sindh to assess the gaps in these farms in relation to the GLOBALG.A.P compliance parameters and checklist.	Record keeping mechanism, infrastructure requirements (washrooms, pesticide and fertilizer storage areas), workforce capacity, soil/water/leaf tests schedule and other data was collected during this visit so that all shortcomings in terms of GLOBALG.A.P protocols can be highlighted and communicated to the farmers for appropriate	The preventive and corrective action plans which need to be implemented by farmers were discussed in detail with target dates. FIRMS Project has conducted the pre-audit for the following farms in Sindh: Murtaza Agriculture Farm , Hyder Shah Fruit Farm, Shah Agriculture

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
			implementation.	Farm and the following farms in Southern Punjab: Zarpak Horticulture Product, Muzaffarnagar Farm.
3200	FIRMS Project and CRISP collaborate to conduct on-farm assessment of Sindh Mango Farms	FIRMS Project along with USAID CRISP conducted an on-farm assessment for those farmers who already signed the MOUs with FIRMS Project under Mango MUAVAN Program.	Two farms visited in Tandoallahyar were assessed for the proposed packinghouse site.	TBD
3232	Dr. David Picha, FIRMS Project horticulture expert, met major exporters and vendors	Dr. David Picha, met Iftikhar and Company and JMB Exporter in Karachi, to see the packing line and the hot water treatment and how they can be replicated on farm.	Dr. Picha also met with Koldware Group of Companies, manufacturers of insulated panels and refrigeration units, to discuss the packinghouse design, layout, capacity and specifications of the packing line. Koldware Group of Companies is Greefa's distributors in Pakistan, with whom the delegation had a detailed discussion at Fruit Logistica regarding the packing line.	TBD
3179	FIRMS Project and USDA hold discussions with Maersk Liners	The sea freight cost of exporting mangoes from Karachi to Europe is much cheaper than the cost of air freight, but the arrival time ranges from 18 to 24 days; therefore, it is essential to have a method to keep the mangoes fresh when they arrive at destination.	The new controlled atmosphere (CA) transport technology by Maersk is quite successful in transporting fresh mangoes for up to three weeks. With close cooperation with Metro and University of Agriculture Faisalabad (UAF), research studies for successful sea freight arrival of different mango cultivars are required to test the arrival quality and market life of mangoes shipped via CA marine containers to international markets.	Collaboration efforts between FIRMS Project and Maersk Liners to provide better and cheaper shipping facilities for mango export.
3179	FIRMS Project and USDA visited GLOBALG.A.P certified farm	Visited Asim Agricultural Farm, one of the GLOBALG.A.P certified farms in Tando Allahyar Khan, to identify issues and constraints in reaching the international markets.	The farm owner identified lack of lab testing facilities, poor quality of fertilizers, and pesticides, soil erosion, and depletion of natural resources as key problem areas. Market intelligence is one of the foremost constraints facing the Pakistani mango sector, which includes lack of awareness of prices, alternate market opportunities, and linkages with international buyers.	Potential international buyers identified and linkages with suppliers of mango explored.
2380 - 2399	Meeting with mango exporters	Consultative discussions held with Mr. Abdul Waheed, Iftikhar & Company and Mr. Khalid Ejaz, Roshan Enterprises on mango export.	Gained a thorough understanding on mango export marketing, branding, standards and the importance of certification in order to enter the European as well as other new markets. Researched the obstacles currently being faced by	Progress towards identifying new markets for mango export development.

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
			exporters to reach the European market and other new markets.	
3783	Meeting with Mr. C.M Khalid, owner of Nawazabad Farms	The purpose of the meeting was to visit mango dehydration unit in Nawazabad Farm and to find out information on machinery for dehydration, required labor for the activity and suitable varieties for mango drying.	Nawazabad farms are the only farms that have an on farm dehydration facility with solar drier as well as dehydrator. It is exporting organic Chaunsa and other varieties to Germany. For dehydration of mangoes, slices are put under 75C temperature for 12 hours in a dehydrator. 10 mm should be the thickness of fresh mango. No preservatives are been used for color preservation. For dehydration purposes mango must not be fully ripe rather it should be processes 3 to 4 days prior to maturity. Ten kg of fresh mango yield 1 kg of dehydrated mango slices. Dehydrated mango from their facility has more than one-year self life.	Information collected from the visit served as basis for mango sample testing activity that aims to determine the pre treatment of mango for drying.
3473	Meeting with chairman of Pakistan Leather Garments Manufacturers and Exporters Association (PLGMEA) and c various stakeholders in the leather sector	FIRMS Project leather expert James Parchman met with Chairman PLGMEA and other key stakeholders (namely Lyra Manufacturer, Noor Leather Garments, Skin Crafts Pvt. Ltd, Nova Leathers, Ideal Leather) across the leather value chain to assess their development needs and share their experiences in earlier attempts.. The Government of Pakistan has recently concluded a consultative process in this regard and the stakeholders' view on the resulting strategies was also taken into consideration. Another reason for the meetings was to meet and interview heads of companies in the leather sector and assess their individual needs according to their business cycle patterns.	Mr. Parchman designed a coherent three-year strategy and work plan that if successfully implemented will open new windows of opportunities for Pakistan leather sector domestically as well as significantly increase its global market share of raw leather and manufactured leather articles.	During the meetings various institutional and market related weaknesses were identified both on supply and demand sides. It was observed that the stakeholders were weary of over-emphasis on strategy and that not enough was being delivered on ground. The stakeholders were of the view that rather than looking for grand plans and strategies, FIRMS Project should focus on small interventions which could bear fruit for them in the short run and during project duration. Two general areas of interventions identified were workforce development and marketing. Need for capacity building for fashion design and aggressive brand building campaigns were also stressed upon.
3474	Meeting with chairman of Pakistan Tanners Association (PTA) and various stakeholders in the leather sector	James Parchman and a FIRMS representative met the PTA chairman and other key stakeholders (namely Hafiz Tanneries and NILT National Institute of Leather Technology) to discuss the issues and problems faced by the overall leather industry and to assess the sector	During the meetings various institutional and market related weaknesses were identified both on supply and demand sides. It was observed that majority of the tanneries are using old and obsolete technologies such as wooden water tanks	Some of the general areas of interventions identified were to assist the industry in Solid Waste Removal, to introduce a proper Drainage System specially in the Korangi 7-A Sector,

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
		development needs.	rather than using state of the art infrastructure. There is lack of proper drainage and solid waste removal system. Water shortage and purchase of expensive water is also a big issue as approximately 10 million gallons of water is required daily by tanneries. There is no water recycling plant to cover the shortage of water. Due to economic recession and poor law and order situation in the country majority of the tanneries are not willing to invest in their business or go for vertical integration such as expansion into leather garments segment. The stakeholders were of the view that rather than looking for grand plans and strategies, FIRMS Project should focus on small interventions which could bear fruit for them in the short run and during project duration.	Karachi, to assist in having a Joint Venture especially for gloves manufacturing in Karachi, to sponsor a consultant to prepare a strategy / feasibility for Recycling waste water, workforce development, capacity building of existing training Institutes and better marketing and brand building of leather garments.
3475	Meetings with leather sector stakeholders	Different stakeholders across the value chain were interviewed by James Parchman to inform the development of a comprehensive three- year strategy. He visited the National Institute of Leather Technology (NILT) and met with Japan External Trade Organization (JETRO) representative Mr. Kokyo to identify their initiative for the leather sector and to explore ways of possible cooperation. He also visited Alshaheer Modern Slaughter House and Meat Processing Plant which is a modern slaughter house facility for beef and mutton.	FIRMS Project - Mr. James Parchman discussed revival of the NILT. Several recommendations have been taken into consideration and will be included in the strategy report upon further refinement.	The result of these meetings was that the leather consultant received a detailed and comprehensive view of the leather sector which will help him in building a better sector strategy.
3765	Meeting with Faisal Iftikhar, Chairman Pakistan Fisheries Exporters Association and CEO of Pakistan Fisheries	This meeting aimed at getting an overview of the international trade scenario of fisheries sector. It also helped to get information on the popular species among consumers for inland and marine fish.	The FIRMS Project team gathered meaningful information on the export and import situation of the Pakistan fisheries sector. Some useful contacts and data pertaining the fisheries sector were also obtained through this meeting.	Obtained commitment from Chairman Pakistan Fisheries Exporters Association to support the design and implementation of fisheries sector strategy developed by FIRMS Project.
3631	Dates sector strategy development – consultative meetings with stakeholders	FIRMS Project met with: RINA (international certification body) in Karachi, Gilano Trading Company (Date Manufacturers and Exporters, also own Mashallah Date Factory) in Karachi, Elegance International (Date Exporters) from Sukkur.	Better understanding of the date value-chain and identify effective interventions to increase women’s economic participation. A training center visited in Sukkur can be used by FIRMS Project to deliver trainings to home-based female workers involved in date processing and value-added date	A more suitable and “maximum impact” dates sector work plan was then developed which is currently under implementation and includes training female workers in techniques to improve quality and quantity of production,

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
			products.	resulting in higher wages for women and increased revenue for employers.
3471, 3467, 3281	Three market readiness program trainings titled “A Successful Exhibition”, “Product Development, Costing and Pricing For Exports” and “Introduction to Fashion Design” delivered	Halle Butvin delivered training on product development, costing and pricing for exports and booth decoration and buyer communication techniques. Yousaf Bashir Qureshi of YBQ Design Studios worked with FIRMS Project to increase the market readiness of women entrepreneurs through delivery of "Introduction to Fashion Design" training focused on pattern-making and grading.	Participating businesses are better equipped to initiate and maintain buyer relationships, increase ROI on exhibitions by selecting appropriate exhibitions, merchandising, and systems to facilitate repeat sales. New products developed to meet international customer requirements with respect to quality, cuts, patterns, colors, embellishments etc.	Success at Pakistan Handmade and on-the-spot-sales and sales orders from international buyers. Figures given under “Pakistan Handmade”
3757	Supporting Institutions Initiative Final Roundtable	Final roundtable of the participating Supporting Institutions (SI) initiative of the gender component.	The eight supporting institutions (SI) shared their experiences from their Technical Assistance (TA) meetings with the consultant. Each SI will also present an action plan for the use of the new tools and techniques that have been acquired.	Each institution developed a systematized approach to collecting membership information and has conducted a membership survey to identify member needs. FIRMS worked with each organization to develop analytic tools to develop services based on membership surveys, and increase membership participation. IM Sciences has launched the Girls’ Leadership Committee to help students negotiate with families; IWCCI has launched topical monthly speaker series; IBA and SWCCI are launching industry/academia collaboration to give students practical experience.
3759	Supporting Institutions Initiative - TA (Round 1) Meeting	Capacity-building sessions held with international consultant Susan Slomback for the IBA Sukkur and Sardar Bahadur Khan (SBK) University teams as part of the Supporting Institutions (SI) initiative of the gender component	FIRMS provided intensive technical assistance to help institutions define their roles, address needs of constituencies to improve their organizational sustainability and deliver meaningful and relevant services to constituents/members that increase women’s employment and entrepreneurship.	Susan Slomback provided each organization tools that will help improve institutional sustainability through increased membership and retention, and expand member/constituent services to relevant services that offer constituents tangible benefits that they are willing to pay for.
3763	Supporting Institutions Initiative TA Meeting (Round 2)	Second capacity-building meeting held with the Sardar Bahadur Khan (SBK) University team as part of the Supporting Institutions (SI) initiative of the Gender component	We helped these institutions define their roles, address needs of constituencies to improve their organizational sustainability and deliver meaningful and relevant services to	Susan Slomback worked with organizations to analyze results of membership surveys and design services responsive to member needs with a focus

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
			constituents/members that increase women's employment and entrepreneurship.	on increasing women's economic participation
2094	Supporting Institutions as Change Agents "Fostering Women's Economic Empowerment"	Workshop organized in Phase I of Increasing Women's Economic Participation Through Supporting Institutions Initiative. ECI was hired to conduct this workshop in collaboration with International Consultant Susan Slomback.	This workshop provided a basis for the Sis' activities/service offerings that are so relevant to stakeholders that they will generate income.	After this workshop, the Sis redesigned membership application forms to better understand membership and identify member needs.
3212	Family Appreciation Program for SWCCI (Sindh Women's Chamber of Commerce and Industry)	FIRMS Project conducted a "spouse appreciation" event with SWCCI to reinforce the positive behavior of supportive spouses and publicly recognize their contribution to the family business to facilitate success of women entrepreneurs.	Eighty people attended the event, which was co-hosted by the Sindh Women's Chamber of Commerce (SWCCI) and 10 spouses received public recognition.	This event publicly recognized the supportive family members as positive role models for others to follow and to change public perception of working women. Extensive media coverage has heightened awareness of SWCCI. Successful role models and positive reinforcement of spousal support can be powerful tools to increase women's successful entrepreneurship.

NEXT STEPS

- Upon getting USAID approval on the Fisheries sector work plan, FIRMS Project team will continue to have follow-up meetings with DG Marine Fisheries Department, M. Alam, Member BOD Fisheries Development Board and owner Dilshad Fish Farms and Faisal Iftikhar, Chairman Pakistan Fisheries Exporters Association and CEO of Pakistan Fisheries, in order to get support to engage key stakeholders in the Fisheries sector to be involved in the FIRMS-facilitated strategy development process
- When the fisheries consultant hired by FIRMS Project develops the strategy for inland fisheries sector of Pakistan, it will be shared with Marine Fisheries Department, Fisheries Development Board and Pakistan Fisheries Exporters Association to get their comments, suggestions and feedback
- All activities on SIs have been suspended at the request of USAID.
- The dates sector strategy is currently under implementation. Women workers are being provided with the necessary tools to help them increase their productivity and reduce wastage. Tools include Tyvek bags, Latex hairnets and gloves, tables and stools, plastic crates and machinery. A series of trainings to increase their skills is also envisioned. There is also a plan to send major players in the dates sector to Hong Kong Fruit Logistica in September, 2010 with adequate female representation.

SUKKUR

ACTIVITIES

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
2300-2319	District profile and sector assessments conducted	Identification of sectors using Revealed Comparative Advantage (RCA), Export Prospect Index (EPI),	The information collection matrix formulated from the data collected with primary and secondary	Identification of sectors (bangle manufacturing, construction sector, dall

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
		potential for employment generation, and value chain methodologies.	research.	mills, dates processing and trading, fisheries, gems and jewelry, rubber and plastic goods, and silver jewelry).. Still awaiting the final first draft of the complete report from the subcontractor.
3347	Dates sector presentation to USAID	FIRMS Project representatives delivered a comprehensive presentation to USAID describing the short-term interventions designed by the FIRMS Project in the dates sector.	These strategies were the result of the exhaustive research into the dates sector value chain carried out in Sukkur and Khairpur.	USAID, in record time, gave approval to the FIRMS Project to commence activity within the dates sector. This was indicative of their complete confidence in the FIRMS Project's understanding of the dates sector and the interventions designed to build maximum capacity and revolutionize many current processes.
3345	Consultative meeting with Dates Growers' Association	FIRMS Project met with Mr. Sadruddin Phulpoto, date grower and president of the Date Growers' Association, to discuss problems faced by date growers.	This meeting identified areas where FIRMS Project can intervene, such as provision of plastic crates to reduce and Tyvek paper bags to cover the fruit and protect it from hazardous elements.	This meeting was key in developing a part of the FIRMS Project's dates sector strategy, particularly the FIRMS Project's farm related interventions.
3346	Consultative Meeting with Anjuman - e - Tajiraan Khajoor - o - Anaaj Mandi Khairpur (Dates and Wheat Traders' Association)	The FIRMS Project met with the Rajesh Kumar, Vice President of the Traders' Association. The marketplace itself is very underdeveloped and is running on only one generator. There is a shortage of funds to run the association. It is currently operating solely on the contributions of association members.	The FIRMS Project found that there was a serious lack of international market linkages. Exports heavily depend on low-value dry dates being sold in the Indian market. FIRMS Project can intervene and take a select group of exporters and manufacturers to an international trade fair in order to increase exposure and build market linkages, create awareness for Pakistani dates and consequently increase sales and incomes.	Due to a lack of awareness, many foreign and potentially lucrative markets have not been explored. This meeting was crucial in developing an understanding of how to develop international market linkages for Pakistani dates traders.
3629	Meeting with District Government Khairpur and Major Date Value-chain Stakeholders	The FIRMS Project met with District Coordination Officer, Muhammad Abbas Baloch, members of the Sindh Board of Investment including Mr. Mehboob ul Haq (Director), representatives from Trade Development Authority Pakistan, Agribusiness Support Fund, Pakistan Agricultural Research Council, Small and Medium Enterprises Development Authority, members of the Date Growers' Association, including Sadruddin Phulpoto (President) and other associations and stakeholders involved in the dates sector.	A comprehensive meeting with leading stakeholders from all parts of the value chain (pre-harvest to table) involved in the sector. The FIRMS Project received a thorough overview of the problems faced by the sector and what is currently being done to solve these problems.	A deep understanding of the links within the value chain of the dates sector resulted in facilitating the formation of implementable intervention strategies.

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
3769	Consultative session with Fish Commission Agents/Buyers	This consultative session was attended by approximately 20 fish commission agents/ buyers who buy fish from all over the country in the fish market in Sukkur. The objective of this meeting was to discuss an integrated farmer-commission agent approach which aims at making both parties financially independent of each other and at the same time encourages them to follow best practices in their areas and integrate with high-end markets	A unanimous consent was obtained from the commission agents on the integrated approach. The agents showed keen interest to become part of the FIRMS-facilitated program through which they could be financially independent of each other and could link up with high-value markets.	Obtained commitment from Fish Commission Agents/Buyers to support the design and implementation of fisheries sector strategy developed by FIRMS Project.
3629, 3345, 3346, 3630	Consultative Meetings – Dates Sector Strategy Development	Meetings included: President of the Date Growers' Association, Mr. Sadruddin Phulpoto, Vice President, Anjuman - e - Tajiraan Khajoor - o - Anaaj Mandi Khairpur (Dates and Wheat Traders' Association). Series of Factory Visits involving on-site visits to the following date factories: Nadeem Date Factory (Mujeeb Memon), Supreme Date Factory (Mr. Muhammad Ali Fecto) and Mashallah Date Factory (Mrs. Armine Merwanji).	Good opportunity to study the value chain, understand problems faced by date sector stakeholders and how FIRMS Project can intervene to solve those problems. Factory site-visits helped FIRMS Project study the date manufacturing process, observe quality control and processing techniques, see what is being done right and what is being done wrong and figure out ways FIRMS Project can help improve the date manufacturing process.	These meetings served the important purpose of getting acquainted with all the major government and private sector associations and players involved in the date sector in Sukkur and Khairpur. They helped FIRMS Project understand the value-chain, build relations with associations and individuals operating in the date sector and properly plan intervention strategies, especially with regards to women working in the Dates sector.
2334	District Economic Development Strategies initiated	A district team comprising of Public Finance Specialist, Economic Governance Specialist, project manager, project coordinator and data collectors will be based in the districts and will work closely with all stakeholders including the District Government to formulate a district economic development strategy.	The provincial government approved the activity and scope of work for the activity was agreed. It was also agreed that a gender expert would be part of the experts' team to ensure gender related constraints at the district level are addressed.	Full support of the Provincial Government extended to the District team.

NEXT STEPS

- Further consultative sessions are planned with groups of fisheries sector commission agents to initiate a pilot program for upgrading their facilities by equipping them with cold chain facilities and involving them in a capacity building program to introduce international best practices at their stage in the value chain. This FIRMS Project-facilitated pilot program will begin with at least two key commission agents and will be scaled up to include more agents in later stages.
- Dates Sector Strategy is currently under implementation. Women workers are being provided with the necessary tools to help them increase their productivity and reduce wastage. Tools include Tyvek bags, Latex hairnets and gloves, tables and stools, plastic crates and machinery. A series of trainings to increase their skills is also envisioned. There is also a plan to send major players in the Dates Sector to Hong Kong Fruit Logistica in September, 2010 with adequate female representation.

LARKANA

ACTIVITIES

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
3768	Community consultation with Fish Farmers in Larkana	This community consultative session was attended by approximately 60 fish farmers from Larkana with an average farm size of 1-5 acres. The objective of this session was to introduce FIRMS Project to the farmers and to engage them in the strategy development process.	This meeting proved to be instrumental in obtaining insight into the issues and problems faced by the farmers across the entire value chain, from the fish hatchery right up to the end market. This session will inform interventions that address the gaps faced across the entire value chain.	Obtained commitment from Fish Farmers of Larkana to support the design and implementation of fisheries sector strategy developed by FIRMS Project.
2300-2319	District profile and sector assessments conducted	Identification of sectors using Revealed Comparative Advantage (RCA), Export Prospect Index (EPI), potential for employment generation, and value chain methodologies.	Information collection matrix has been formulated from the data collected via primary and secondary research. Identification of sectors (agriculture, bakery products, dairy, fisheries, handicrafts, horticulture, hotels and restaurant and tourism, livestock, paper mills, rice mills and silver jewelry).	Awaiting the first draft of the complete report from the subcontractor.
2332	District Economic Development Strategies: Larkana	A district team comprising of Public Finance Specialist, Economic Governance Specialist, project manager, project coordinator and data collectors. will be based in the districts and will work closely with all stakeholders including the District Government to formulate a district economic development strategy	The provincial government approved the activity and scope of work for the activity was agreed. It was also agreed that a gender expert would be part of the experts' team to ensure gender related constraints at the district level are addressed	Full support of the Provincial Government extended to the District team.

PROGRESS AND ACCOMPLISHMENT – BALUCHISTAN

QUETTA

ACTIVITIES

Activity Ref.#	Activity	Description	Descriptive Results	Impact Achieved/To be Achieved
2300-2319	District profile and sector assessments conducted	Identification of sectors using Revealed Comparative Advantage (RCA), Export Prospect Index (EPI), potential for employment generation and value chain methodologies.	Primary and secondary data has been collected.	Awaiting the information collection matrix and identification of promising sectors.

ANNUAL PROJECT INDICATORS UPDATE

M&E SCORECARD INDICATORS

FIRMS Project Impact Indicators ²	Cumulative Total (2009-2010)
Change in sales of project-assisted firms	\$3.1 million ³
Number of marketing events conducted with project assistance to address export opportunities in targeted sectors	7 ⁴
Number of SME jobs created for project-assisted firms	461 ⁵
Number of sector development strategies/implementation plans	5 ⁶
Number of beneficiaries trained through project-assisted workforce development training events	1373
Value of private financing mobilized through project-supported initiatives	\$167,141 ⁷
Number of initiatives identified to tailor or improve business development services for women with project assistance	11 ⁸
Number of women participating in capacity building programs	141 ⁹

² These figures should be considered in light of the national context indicators provided in Annex G.

³ Total \$3,119,220 – this figure is based on: sales made during the Pakistan Handmade exhibition (\$24,860), and sales/expenditures generated through payments made to local subcontractors (\$3,094,960)

⁴ This total includes the Pakistan Handmade event, the signing of trial shipment agreements (TSAs) for mango, FIRMS Project's representation at the Dawn International Travel & Tourism Show 2010 and the Fruit Logistica 2010 trade show in Germany, marketing events conducted to promote the Swat tourism sector, in addition to the Market Readiness Program (MRP) during the period 2009-2010

⁵ Includes 50 jobs created through the MRP (Pakistan Handmade), 287 full-time equivalent jobs created through short term project assignments through local subcontractors, jobs created for fisheries and potato farmers in Swat, in addition to jobs created under the Mango MUAVAN Infrastructure Up-gradation Agreements (IUAs).

⁶ Sector development strategies have been developed for the mango, dairy, gems and jewelry, leather, and Swat tourism sectors.

⁷ This covers investments by farms made in Punjab and Sindh on infrastructure required to increase mango exports (under the IUAs), as well as for farms to achieve GlobalGAP certification.

⁸ This covers the FIRMS Project Gender Strategy, Pakistan Handmade exhibition and fashion show, Market Readiness Program, Supporting Institutions Initiative, Female Focused Consulting Firms, and the Family Appreciation Program.

⁹ 45 on the national level, 57 in Sindh, and 39 in Punjab

Value of program budget allocated to meaningful change for women in business	\$759,695 ¹⁰
Number of priority policy reforms identified as a result of project assistance	18 ¹¹
Number of priority policy reforms implemented as a result of project assistance	6 ¹²

ANNUAL PROJECT INDICATOR UPDATE – NATIONAL

Ind. Ref. #	Result Indicator	Activity Ref. # ¹³		Actual results for quarter 4	Impact & Comments	Year 1 Total
Component 1: Private Sector Development of Targeted Sectors						
1.1	KRA¹⁴: Consultative process formalized and supported					
1.1.1	Number of PSD consultative processes supported with project assistance	3179		5	<p>FIRMS Project representatives held the following series of consultative sessions with stakeholders across targeted sector:</p> <p><u>Mango(2):</u></p> <ul style="list-style-type: none"> FIRMS Project supported USDA/APHIS (Animal and Plant Health Inspection Services)'s fact-finding mission regarding the current gaps in the mango 	13

¹⁰ This figures includes the Awareness Seminar for Female Mango Farm Owners under the Mango MUAVAN Program, Gender Sensitization training workshop, various activities under the Market Readiness Program, Supporting Institutions Initiative, Family Appreciation Program, needs assessment and trainings for government functionaries on Gender Mainstreaming in Project Planning for District Economic Development Strategies (DEDS) for Bahawalpur and Multan, in addition to consultancy fees for Economic Growth Gender Specialist STTA Zahara Khan.

¹¹ Provincial Agricultural Marketing Policy Framework; Provincial Agricultural Marketing Legal Framework; Inland Freight Equalization; Automation of partnership registration at district level; Alternate Dispute Resolution; Capacity-building and policy advocacy of chambers, particularly women's chambers; Support for on-site Design and Research Center for Leather Units; Up gradation of Technology across Sectors; Support Development of Labor Related Compliance Regime for ROZs (Reconstruction Opportunity Zones) Initiative; Support on modernization of public abattoirs, International Best Practice Mining Policy (KPK); Support on Social Sector Reform; Reform of Agriculture Produce Act; Livestock Sector Reform; Institutional Support to PaRRSA; Reform of Nation Building Departments in Malakand, Support on Quality Meat and Slaughter Control Act; Support on developing Livestock Market Rules

¹² FIRMS Project facilitated the revised notification of In-land freight equalization incentive by the Ministry of Commerce, which would include the marble industry located up-country as beneficiaries; International Best Practice Mining Policy (KPK); Support on Social Sector Reform; Reform of Agriculture Produce Act; Livestock Sector Reform; Institutional Support to PaRRSA; Reform of Nation Building Departments in Malakand

¹³ Include activity reference number from the previous section.

¹⁴ KRA = Key Result Area

Ind. Ref. #	Result Indicator	Activity Ref. # ¹³		Actual results for quarter 4	Impact & Comments	Year 1 Total
					<p>sector. This consultative process consisted of a series of meetings with major mango sector stakeholders in southern Punjab, Karachi, Central Sindh, and Islamabad¹⁵.</p> <ul style="list-style-type: none"> FIRMS Project representatives met with representatives of Univeg Katope (UK) Ltd. to work together with growers this mango season for Fruit Logistica 2010. The FIRMS Project mango delegation met with four international buyers¹⁶ in Berlin at Fruit Logistica 2010. <p><u>Gems & Jewelry (1):</u></p> <ul style="list-style-type: none"> Mr. Mahmood Alam, gemstone trader and ICA ambassador was briefed on the USAID/Pakistan FIRMS Project's intended support for the gems and jewelry sector, in addition to discussing collaboration possibilities with International Colored Gem Stones Association (ICA) <p><u>Dates (1):</u></p> <ul style="list-style-type: none"> FIRMS Project met with Mr. Sadruddin Phulpoto, date grower and President of the Date Growers' Association, to discuss problems faced by date growers. This meeting enabled the FIRMS Project technical team to identify various gaps within the dates sector value chain. <p><u>Inland Fisheries (1):</u></p> <ul style="list-style-type: none"> FIRMS Project representatives met with Moazzam Khan, DG Marine (& Inland) Fisheries Department, Govt of Pakistan. The DG, Marine Fisheries 	

¹⁵ These included growers, government ministries, research and other support institutions, and private and public sector experts and officials; including the Secretary Agriculture, Special Secretary Agri-Marketing (Government of Punjab), Director General Agriculture (Government of Punjab), the Federal Secretary of Agriculture, other representatives from PAMCO (Punjab Agri-Marketing Company) and PHDEC (Pakistan Horticulture Development and Export Company).

¹⁶ These included Wealmoor UK, Cargofresh Technologies, TotalExotics Ltd, and Greefa

Ind. Ref. #	Result Indicator	Activity Ref. # ¹³		Actual results for quarter 4	Impact & Comments	Year 1 Total
					Department agreed to support the design and implementation of the sector strategy that will be developed by the FIRMS Project.	
1.2	KRA: Competitiveness of targeted sectors in local and global markets increased					
1.2.1	Change in sales of project-assisted firms	2286			<u>Pakistan Handmade (Market Readiness Program) (\$24,860):</u> <ul style="list-style-type: none"> The FIRMS Project arranged a 'Pakistan Handmade Event- Exhibition & Fashion Show' held in Islamabad on June 25-27, 2010; featuring women-owned small-to-medium sized enterprises (SMEs) in the garment, accessories and home décor sectors. The event provided an opportunity for FIRMS Project Market Readiness Program (MRP) participants to showcase the fruits of their product development process, and to receive feedback from both international buyers and customers, including purchase orders from international buyers. Spot sales and sample orders made during the event resulted in a 24 percent¹⁷ increase in sales for the participating firms. Anticipated orders over the next year are worth an estimated \$1.12 million and may increase sales for these firms by 1082 percent. 	\$3.1 million ¹⁸
1.2.2	Number of marketing events conducted with	2286, 3444,		3	<u>Mango (1):</u>	5 ²¹

¹⁷ Participating firms made spot-sales and sold sample orders worth \$24,860 during the exhibition

¹⁸ Total \$3,119,220 – this figure is based on: sales made during the Pakistan Handmade exhibition (\$24,860), and sales/expenditures generated through payments made to local subcontractors (\$3,094,960)

²¹ This total includes the FIRMS Project's participation at the Fruit Logistica 2010 trade show in Germany, and the Market Readiness Program (MRP) during the period 2009-2010.

Ind. Ref. #	Result Indicator	Activity Ref. # ¹³		Actual results for quarter 4	Impact & Comments	Year 1 Total
	project assistance to address export opportunities in targeted sectors	3570, 3574			<ul style="list-style-type: none"> The signing of a Trial Shipment Agreement (TSA) between Ali Tareen Farm and the FIRMS Project enabled the former to send a successful sample air shipment of Sindhri mangoes to the UK (June 26, 2010). The buyers comprising Univeg, TotalExotics, and Wealmoor provided positive feedback on the received shipment, and rated Pakistani mango as a 3+ or a 4 out of 5. <p><u>Tourism (1):</u></p> <ul style="list-style-type: none"> The FIRMS Project supported the Sarhad Tourism Corporation, Gandhara Art & Culture Association and Aik Hunar Aik Nagar to participate at the DAWN International Travel & Tourism Show 2010 to promote tourism in the conflict-affected district of Swat on May 9-10, 2010 in Karachi (Sindh). <p><u>Pakistan Handmade (Market Readiness Program) (1):</u></p> <ul style="list-style-type: none"> The FIRMS Project arranged a 'Pakistan Handmade Event- Exhibition & Fashion Show' held in Islamabad on June 25-27, 2010; featuring women-owned small-to-medium sized enterprises (SMEs) in the garment, accessories and home décor sectors. The event provided an opportunity for FIRMS Project Market Readiness Program (MRP) participants to showcase the fruits of their product development process, and to receive feedback from both international buyers and customers, including purchase orders from international buyers. The event resulted in a 24 percent¹⁹ increase in sales for the participating firms and the creation of an estimated 50 jobs. Anticipated orders over the next year are worth an estimated \$1.12 million (a 1082 	

¹⁹ Participating firms made spot-sales and sold sample orders worth \$24,860 during the exhibition

Ind. Ref. #	Result Indicator	Activity Ref. # ¹³		Actual results for quarter 4	Impact & Comments	Year 1 Total
					percent, increase) and should result in an estimated 12.8 ²⁰ percent increase in employment for these firms.	
1.2.3	Number of SME jobs created for project-assisted firms or sectors				<p><u>Pakistan Handmade Exhibition (Market Readiness Program) (50 jobs):</u></p> <ul style="list-style-type: none"> The event resulted in the creation of an estimated 50 jobs (a 0.3 percent increase). Anticipated orders over the next year may result in an estimated 12.8²² percent increase in employment for these firms. <p><u>Short term assignments through local subcontractors (287 full time equivalent jobs):</u></p> <ul style="list-style-type: none"> Various work orders awarded to local subcontractors led to the hiring of a little over a thousand people for short-term assignments, resulting in a full time equivalent of 287 jobs. 	337
1.2.4	Number of sector working groups operating with project assistance	216		1	<p><u>Mango (1):</u></p> <ul style="list-style-type: none"> The Mango MUAVAN Program was launched in response to the 4-year strategy formulated by mango STTA Dr. David Picha, in collaboration with the Mango Growers Association Pakistan and the Multan Mango Growers Association. The impact of this program is that it enables the local mango sector to meet the requirements of major 	2

²⁰ An estimated 2,268 jobs may be created as a result of the anticipated orders

²² An estimated 2,268 jobs may be created as a result of the anticipated orders

Ind. Ref. #	Result Indicator	Activity Ref. # ¹³		Actual results for quarter 4	Impact & Comments	Year 1 Total
					supermarket chains in the Middle East, Europe, and the United States. ²³ <u>Swat Fisheries (1):</u> <ul style="list-style-type: none"> The FIRMS Project is currently supporting 21 trout fish farms (TFFs) (11 TFFs in Madyan and 10 TFFs in Kalam) in Swat.²⁴ 	
1.2.5	Number of sector development strategies/implementation plans	216, 2657, 2662, 2660		3	<u>Mango (1):</u> <ul style="list-style-type: none"> A four-year mango sector strategy has been developed with the support of international mango expert, Dr. David Picha, who has been very closely working with critical sector players in Southern Punjab and Sindh in understanding the gaps in the entire value chain. <u>Dairy (1):</u> <ul style="list-style-type: none"> A three year phase I sector strategy has been devised for the dairy sector with the help of international dairy expert Gabriel Pascual, who met with critical players of the dairy sector in Punjab and Sindh from February 9, 2010 to March 5, 2010. Successful implementation of the strategy will improve animal production yields, increase income for rural farmers, increase sanitary production and processing of milk, and incorporate women into the value chain. <u>Gems & Jewelry (1):</u> <ul style="list-style-type: none"> A three year sector strategy has been developed for the gems and jewelry sector with the support of STTA Gordon Studebaker who met with critical players of the Gems and Jewelry sector in Punjab, Sindh and KPK from January 4, 2010 to April 8, 2010. 	4

²³ The MUAHAN program has 14 farm signatories and will provide buyer-seller linkages and on-farm support in agronomy, de-sapping, and infrastructure on a cost sharing basis as well as advice in compliance with international standards (e.g. GlobalGAP certification), packaging and shipping.

²⁴ Business Recovery Support Agreements (BRSA) were signed with 10 trout fish farms in Kalam on 15 July 2010.

Ind. Ref. #	Result Indicator	Activity Ref. # ¹³		Actual results for quarter 4	Impact & Comments	Year 1 Total
					<ul style="list-style-type: none"> A comprehensive presentation was given to USAID describing the short-term interventions designed by the FIRMS Project in the Gems & jewelry sector. <p><u>Leather (1):</u></p> <ul style="list-style-type: none"> A three year phase I sector strategy has been devised for the leather sector with the support of leather STTA James Parchman who met with critical players of the Leather sector in Punjab, Sindh and KPK from February 27, 2010 to June 15, 2010. 	
1.3	KRA: Competitiveness of workforce enhanced					
1.3.1	Number of project-assisted workforce development training events	2286			<p><u>Islamabad (6):</u></p> <ul style="list-style-type: none"> Mapping BDS Demand and Service Gaps: Training of Survey Teams; Consultative Event for Supporting Institutions; 'A Successful Exhibition' Workshop; Introduction to Fashion Design Workshop; Supporting Institutions as Change Agents Fostering Women's Economic Empowerment –A Workshop on Resources to Recruit, Retain and Grow your Members; Training Workshop for Grants Associates 	9 ²⁵
1.3.2	Number of beneficiaries trained through project-assisted workforce development training events	2286		4 ²⁶	<u>Islamabad:</u> 68	81 ²⁷
1.4	KRA: Access to finance increased					
1.4.1	Number of feasibility studies	3200, 3232, 2116		9	<p><u>Mango:</u></p> <p><u>Infrastructure Up-gradation Agreements (IUAs) (9):</u></p> <ul style="list-style-type: none"> Under the mango MUAVAN program, nine 	9

²⁵ Includes Fruit Logistica 2010: Pakistani farmers visited Berlin to participate in a fruit buyer seller conference

²⁶ 'A Successful Exhibition' Workshop; Introduction to Fashion Design Workshop; Supporting Institutions as Change Agents "Fostering Women's Economic Empowerment"- A Workshop on Resources to Recruit, Retain and Grow your Members; Training Workshop for Grants Associates.

²⁷ Includes 13 participants at Fruit Logistica 2010.

Ind. Ref. #	Result Indicator	Activity Ref. # ¹³		Actual results for quarter 4	Impact & Comments	Year 1 Total
					<p>progressive mango farms in Punjab have signed the Infrastructure Up-gradation Agreement (IUA) under which these farms will construct a packing house and building for blast chiller and cold storage (as part of their cost share).²⁸ Ali Tareen Farm has completed the recommended post-harvest infrastructure requirement. All remaining farms are expected to complete their infrastructure requirements before October 2010. The impact of this infrastructure development is that it will enable the farmers to meet the requirements of major supermarket chains in the European market, in addition to increasing the quality and shelf life of their produce.</p> <ul style="list-style-type: none"> FIRMS Project has also signed five additional Infrastructure Up-gradation Agreements (IUAs) with mango farmers²⁹ who will participate in exports next year. 	
1.4.2	Number of project-supported initiatives approved for financing by commercial banks					
1.4.3	Value of private financing mobilized through project-supported initiatives	3232		\$167,141	<p>Mango:</p> <ul style="list-style-type: none"> Under the mango MUAVAN program, Ali Tareen Farm invested \$136,798 in a blast chiller, cold storage room, pack house, and operations costs, all of which has been installed at the farm.³⁰ 3 additional farms³¹ also plan to invest in the above items before October 2010. (This will create an additional \$410,395 in terms of private investment 	\$167,141

²⁸ FIRMS Project assistance extends to the provision of a 25 ton cold storage room, a blast chiller, a mango processing line (including hot water and grading), de-sapping equipment, pruning tools, and harvest aides.

²⁹ These include 2 in Rahim Yar Khan with Leghari Fruit Farms and Dhillon Farm, and 3 in Multan with Muzaffargar Farm, Zarpak Horticulture, and Tareen Mango Farms. Under this IUA, these farms are required to build a packinghouse of 100' x 6' and a building for the blast chiller and cold storage. A 5 ton per 5 hour blast chiller, 25 Ton Cold Storage, and 50KVA Generator will be part of FIRMS Project's assistance.

³⁰ The breakup of this cost was PKR 900,000 for the blast chiller and cold storage, and PKR 6,900,000 for the pack house.

³¹ Sar Buland Farm, Luftabad Farm, and JDW Orchards

Ind. Ref. #	Result Indicator	Activity Ref. # ¹³		Actual results for quarter 4	Impact & Comments	Year 1 Total
					<p>in this sector)</p> <ul style="list-style-type: none"> 3 farms in Sindh invested \$30,343³² on infrastructure required for GlobalGAP certification on packing shed, fertilizer & pesticides stores, washroom, pesticides filling area, and signages. 	
1.4.4	Number of public-private partnerships (GDAs) established through project assistance	2241, 2662			<p><u>Mango (1):</u></p> <ul style="list-style-type: none"> The FIRMS Project made a consensus agreement with PARAS Foods³³ in February 2010. Under this agreement, FIRMS agreed to help PARAS Foods in infrastructural development, which would allow the facility to achieve the standards required to irradiate mangoes to a quality exportable to the USA. In exchange for the above support, PARAS Foods committed to irradiating multiple shipments of fresh mangoes on subsidized rates up to 40 tons total, provided by bona fide FIRMS Project's clients, <p><u>PaRRSA (Provincial Reconstruction, Rehabilitation & Settlement Authority³⁴):</u></p> <ul style="list-style-type: none"> FIRMS Project intensively engaged with PaRRSa and USAID for the rehabilitation of the Malakand Division. The FIRMS Project, in coordination with others stakeholders has developed an activity plan to support PaRRSa in revitalizing economic growth in Malakand. <p><u>Inland Fisheries:</u></p> <ul style="list-style-type: none"> FIRMS Project representatives met with Moazzam Khan, DG Marine (& Inland) Fisheries Department, Govt of Pakistan. The DG, Marine Fisheries Department agreed to support the design and implementation of the sector strategy that will be 	1

³² This amount comes to \$10,114 per farm.

³³ PARAS Foods DS Pvt. Ltd. is a public organization, and is a joint venture of Pakistan Horticulture Development & Export Company (PHDEC) and the Pakistan Atomic Energy Commission (PAEC).

³⁴ A body under the Government of KPK

Ind. Ref. #	Result Indicator	Activity Ref. # ¹³		Actual results for quarter 4	Impact & Comments	Year 1 Total
					developed by the FIRMS Project.	
1.5	KRA: International standards and certifications achieved					
1.5.1	Number of project-assisted SMEs achieving international process/product/services certification/standards	3179, 3407			<p>Mango:</p> <ul style="list-style-type: none"> The FIRMS Project has signed a Mango GlobalGAP Agreement (MGA) with 10 farmers (6 in Punjab; 4 in Sindh). 10 Technical Field Officers (TFOs) have been hired for these farms to assist them in implementing GAP (Good Agriculture Practices) practices which would help these farms attain GlobalGAP certification. These farms are currently undergoing internal audits regarding GAP. The external audits of the Sindh farms will be completed in early July, while the Punjab farms will undergo external audits in August 2010.³⁵ United States Department of Agriculture (USDA) and FIRMS Project supported the visit of six Government of Punjab officials to the United States to further efforts to export Pakistani mangoes to the US. The visit provided an opportunity for Pakistan's agriculture officials to better understand the operational and safeguard measures essential to establish a pre-clearance export program, in addition to discussing the APHIS (Animal and Plant Health Inspection Service) regulatory process. The FIRMS Project is also assisting PARAS Foods in infrastructure upgradations in order for the facility to receive international certification by USDA/APHIS. 	

³⁵ FIRMS Project has conducted pre-audit for the following farms in Sindh: Murtaza Agriculture Farm, Hyder Shah Fruit Farm, Shah Agriculture Farm; and the following farms in Southern Punjab: Zarpak Horticulture Product, Muzaffarnagar Farm.

Ind. Ref. #	Result Indicator	Activity Ref. # ¹³		Actual results for quarter 4	Impact & Comments	Year 1 Total
1.6	KRA: Women entrepreneurship and skills development supported					
1.6.1	Number of work plans identified specifically targeting women's economic participation in targeted sectors	3444, 3279, 2116				
1.6.2	Value of program budget allocated to meaningful change for women in business				Awareness Seminar for Female Mango Farm Owners under the Mango MUAVAN Program, and Gender Sensitization training workshop.	\$12,294
1.6.3	Number of women participating in capacity building programs				Islamabad: 45	45
Component 2: Strengthen Market for Private and Public Sector Business Development Services						
2.1	KRA: Capacity of BDS providers strengthened	3200 - 3299				
2.1.1	Number of BDS consultative events held with project assistance	3240 - 3259	2		USAID Pakistan FIRMS Project held Buner Marble Conference and 3 BDS Consultative Events. The feedback from these events was used for establishing baselines. The results led to the rapid assessment report of the BDS market. Total Number of Participants were 172	4 ³⁶
2.1.2	Number of BDSPs assisted by the project	2393-2419	1 per district		BDServices™ & Professional Communities were initiated to assist BDSPs. Both the activities that were planned were curtailed upon directive by USAID vide letter dated May 18th 2010 sent after Chemonics meeting held on May 12, 2010 to discuss the implementation of USAID Pakistan FIRMS activity.	
2.1.3	Number of BDSPs supporting SMEs under FIRMS BD Services TM program	2390, 3247, 3417	N/A		BDServices™ has been curtailed upon directive by USAID vide letter dated May 18th 2010 sent after Chemonics meeting held on May 12, 2010 to discuss the implementation of USAID Pakistan FIRMS activity.	
2.1.4	Number of technical training service providers strengthened with project assistance		1		Training Program that was to be launched under the BDServices™ program has been curtailed upon directive by USAID vide letter dated May 18th 2010 sent after Chemonics meeting held on May 12, 2010 to discuss the	

³⁶ This includes consultative events held in the previous quarterly reports.

Ind. Ref. #	Result Indicator	Activity Ref. # ¹³		Actual results for quarter 4	Impact & Comments	Year 1 Total
					implementation of USAID Pakistan FIRMS activity.	
2.1.5	Percentage of cost sharing contributed by recipients of BDS services with project assistance		15%		The Grant Program under the BDServices™ program has been curtailed upon directive by USAID vide letter dated May 18th 2010 sent after Chemonics meeting held on May 12, 2010 to discuss the implementation of USAID Pakistan FIRMS activity.	
2.1.6	Number of institutions strengthened to train business service professionals in all critical business services in targeted sectors		1		ST Consultant, Mr. Andrew Kaiser, shared the findings of his organizational assessment with TUSDEC's chairman, CEO and board of directors. Phase 1 report, 'TUSDEC Assessment and Turn-Around Strategy', was submitted to USAID and was scheduled to be implemented in the second round of this activity. This activity has been curtailed upon directive by USAID vide letter dated May 18th 2010 sent after Chemonics meeting held on May 12, 2010 to discuss the implementation of USAID Pakistan FIRMS activity	
2.1.7	Number of new financing instruments developed for small enterprises	3306	N/A		USAID Pakistan FIRMS Project delivered a report on the demand survey conducted to gauge the acceptance of Commodity Import Program and give recommendations as to whether it can be implemented in Pakistan. This activity has been curtailed upon directive by USAID vide letter dated May 18th 2010 sent after Chemonics meeting held on May 12, 2010 to discuss the implementation of USAID Pakistan FIRMS activity ST Consultant, Rob Teitelbaum, submitted a detailed report providing a situational analysis pertaining to the implementation of this initiative. Citing addressing of gaps regarding major structural reforms at the macro level banking sector as precedence to implementing the DCA initiative, further work on this activity has been put on hold as it was termed beyond the scope of this project	
2.2	KRA: Service capacity of public sector agencies and SMCs improved					
2.2.1	Number of public institutions and SMCs strengthened with project assistance to train	3190	1 per District		TUSDEC Assessment and Turn-Around Strategy', was submitted to USAID and was scheduled to be	

Ind. Ref. #	Result Indicator	Activity Ref. # ¹³		Actual results for quarter 4	Impact & Comments	Year 1 Total
	BDS professionals				implemented in the second round of this activity. This activity has been curtailed upon directive by USAID vide letter dated May 18th 2010 sent after Chemonics meeting held on May 12, 2010 to discuss the implementation of USAID Pakistan FIRMS activity	
2.2.2	Number of SMCs implementing formalized M&E approach		N/A		This activity has been moved to year 2 of the project	
2.3	KRA: Service provided to women entrepreneurs increased					
2.3.1	Number of initiatives identified to tailor or improve business development services for women with project assistance	3285			FIRMS Gender Strategy, Pakistan Handmade exhibition and fashion show, Market Readiness Program, Supporting Institutions Initiative, Female Focused Consulting Firms, and the Family Appreciation Program. Suspended activities: P@SHA Women's Virtual Network, Working Woman Magazine, Top 100 Female Friendly Workplaces in Pakistan, , TV/Radio series, and SWEET Café.	11
2.3.2	Value of program budget allocated to meaningful change for women in business	3200 - 3299			Various activities under the Market Readiness Program and the Supporting Institutions Initiative	\$560,913
Component 3: Improved Business Enabling Environment (BEE) for Private Sector Growth						
3.1	KRA: District consultative process formalized	4200 - 4299				
3.1.1	Number of stakeholder meetings facilitated with project assistance	4200 - 4219 Activity 1		1	Joint Secretary Commerce, Ministry of Commerce, Government of Pakistan	25
3.1.2	Number of functioning working groups operating with project assistance	4200 - 4219 Activity 1				1 ³⁷
3.2	KRA: Demand-driven business reforms implemented	4300 - 4399				
3.2.1	Number of priority policy reforms identified as a result of project assistance	4220 - 4239 Activity 2		4	Provincial Agricultural Marketing Policy Framework; Provincial Agricultural Marketing Legal Framework; Inland Freight Equalization; Automation of partnership registration at district level; Alternate Dispute	10

³⁷ Communications Working Group for USAID's Economic Growth Program hosted and facilitated by the FIRMS Peoject in Islamabad; reported in the second quarter.

Ind. Ref. #	Result Indicator	Activity Ref. # ¹³		Actual results for quarter 4	Impact & Comments	Year 1 Total
					Resolution; Capacity-building and policy advocacy of chambers, particularly women's chambers; Support for on-site Design and Research Center for Leather Units; Up gradation of Technology across Sectors; Support Development of Labor Related Compliance Regime for ROZs (Reconstruction Opportunity Zones) Initiative; Support on modernization of public abattoirs	
3.2.2	Number of priority policy reforms implemented with project assistance	4320 - 4339 Activity 2		1	FIRMS Project facilitated the revised notification of In-land freight equalization incentive by the Ministry of Commerce, which would include the marble industry located up-country as beneficiaries	1
3.2.3	Monetized value of implemented reforms to the private sector with project assistance	4340 - 4359 Activity 3				
3.3	KRA: Capacity of government to respond to private sector needs improved	4400 - 4459				
3.3.1	Number of training programs or conferences attended by government counterpart personnel with project assistance	4400 - 4419 Activity 1				2 ³⁸
3.3.2	Number of district and/or economic development strategies/implementation plans prepared with project assistance	4420 - 4439 Activity 2			See the provincial section for Punjab for progress against this indicator in the reporting quarter.	
3.3.3	Targeted World Bank Doing Business indicators	4440 - 4459 Activity 3			Data to be collected annually; identified "Starting a Business" and enforcing contracts as key areas for reform.	
3.3.4	Targeted Pakistan sub-national Doing Business indicators (DCI)	4440 - 4459 Activity 3			Data to be collected annually	

³⁸ Project assisted government representation at mango conference and Buner marble conference.

Ind. Ref. #	Result Indicator	Activity Ref. # ¹³		Actual results for quarter 4	Impact & Comments	Year 1 Total
3.4	KRA: Business environment for women improved	4500 - 4599				
3.4.1	Number of training events on gender constraints and solutions conducted for government functionaries with project assistance	4580 - 4599 Activity 5				
3.4.2	Value of program budget allocated to meaningful change for women in business	4540 - 4559 Activity 3			Gender sensitization training workshop	\$11,244
EG Office/Operational Plan Indicators						
4.1	Trade and Investment Capacity	N/A ³⁹				
4.1.1	Number of firms receiving capacity building assistance to export	N/A ⁴⁰		26	<p><u>Mango (17):</u></p> <ul style="list-style-type: none"> 14 progressive mango farmers under the Mango MUAHAN program 3 additional mango exporters who participated in Fruit Logistica (Berlin, January 2010) <p><u>Tourism (2):</u></p> <ul style="list-style-type: none"> The FIRMS Project supported the Sarhad Tourism Corporation and Aik Hunar Aik Nagar to participate at the DAWN International Travel & Tourism Show 2010 to promote tourism in the conflict-affected district of Swat on May 9-10, 2010 in Karachi (Sindh). <p><u>Pakistan Handmade Exhibition (Market Readiness Program) (24)</u></p> <ul style="list-style-type: none"> The FIRMS Project arranged a 'Pakistan Handmade Event- Exhibition & Fashion Show' held in Islamabad on June 25-27, 2010; featuring women-owned small-to-medium sized enterprises (SMEs) 	43 ⁴¹

³⁹ This is an EG Office program area and thus does not have or require an activity reference number.

⁴⁰ This is an EG Office indicator and thus does not have or require an activity reference number.

⁴¹ Includes the 14 farmers and 3 exporters under mango.

Ind. Ref. #	Result Indicator	Activity Ref. # ¹³		Actual results for quarter 4	Impact & Comments	Year 1 Total
					in the garment, accessories and home décor sectors. 24 participating firms received several trainings that focused on making their products competitive in the export market.	
4.1.2	Number of trade and investment capacity building diagnostics conducted	N/A – as above		4	<ul style="list-style-type: none"> Trade diagnostics have been conducted for the mango, gems & jewelry, leather, dairy, in-land fisheries, tourism sectors, agricultural marketing reforms, and Pakistan Handmade to date. 	15
4.2	Agricultural Sector Productivity	N/A				
4.2.1	Number of additional hectares under improved technologies or management practices as a result of USG assistance	N/A			<p><u>Mango (4984):</u></p> <ul style="list-style-type: none"> 1309 hectares under the 14 participants of the Mango MUAVAN program Estimated 3675 hectares under a conservative estimate of 350 mango farms attending trainings arranged by FIRMS <p><u>Swat Potato farmers (20):</u></p> <ul style="list-style-type: none"> 154 farmers in Swat receiving pre/post harvest training <p><u>Swat Fisheries (1)</u></p> <ul style="list-style-type: none"> Combined area of 11 trout fish farms in Swat receiving assistance through rehabilitation 	5005
4.2.2	Number of producers organizations, water users associations, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	N/A		4	<p><u>Tourism (1):</u></p> <ul style="list-style-type: none"> The FIRMS Project supported Gandhara Art & Culture Association to participate at the DAWN International Travel & Tourism Show 2010 to promote tourism in the conflict-affected district of Swat on May 9-10, 2010 in Karachi (Sindh). 	9 ⁴²

⁴² Includes the Pakistan Mango Growers Welfare Association (Rahim Yar Khan -Southern Punjab); All Pakistan Gems Merchant and Jewelers Association; Gems and Jewelry Producers, Manufacturers & Exporters (Federation of Pakistan Chambers of Commerce & Industry); Progressive Mango Growers Association; Mango Growers Association of Pakistan.

Ind. Ref. #	Result Indicator	Activity Ref. # ¹³		Actual results for quarter 4	Impact & Comments	Year 1 Total
					<p><u>Dates(1):</u></p> <ul style="list-style-type: none"> FIRMS Project met with Mr. Sadruddin Phulpoto, date grower and President of the Date Growers' Association, to discuss problems faced by date growers. This meeting enabled the FIRMS Project technical team to identify various gaps within the dates sector value chain. <p><u>Gems & Jewelry:</u></p> <ul style="list-style-type: none"> FIRMS Project met with the Swat Gems Traders and Miners Association to collaborate with the association in order to strengthen the gems and jewelry sector in Swat. <p><u>Mango (1):</u></p> <ul style="list-style-type: none"> The FIRMS Project and the All Pakistan Fruit & Vegetable Association (APFVA) held focus group discussions on April 29-30, 2010 in Karachi, on areas for mutual collaboration and measures to increase the sector's exports. <p><u>Inland Fisheries (1):</u></p> <ul style="list-style-type: none"> Consultative discussions were held with Faisal Iftikhar, Chairman Pakistan Fisheries Exporters Association. The impact of these meetings was that Mr. Iftikhar agreed to support the design and implementation of fisheries sector strategy developed by FIRMS Project. 	
4.3	Business Enabling Environment	N/A				
4.3.1	Number of municipalities (or equivalent bodies) receiving USG assistance with regulatory/ administrative simplification	N/A		1	<p><u>District Economic Development Strategies (DEDS)(12):</u></p> <ul style="list-style-type: none"> 12 tehsil/municipal authorities in 2 districts (Multan and Bahawalpur)⁴³ <p><u>PaRRSA (1):</u></p> <ul style="list-style-type: none"> FIRMS Project intensively engaged with PaRRSa and 	13

⁴³ The breakup of these municipalities is as follows: 1. Multan (Tehsil/municipal authorities: Shah Rukn-e-Alam Town, Shershah Town, Bosan Town, Musa Pak Shaheed Town, Shujabad Town, Jalalpur Pirwala Town); 2. Bahawalpur (Tehsil/municipal authorities: Ahmedpur Sharqia, Bahawalpur City, Bahawalpur Saddar, Hasilpur, Khairpur Tamewali, Yazman).

Ind. Ref. #	Result Indicator	Activity Ref. # ¹³		Actual results for quarter 4	Impact & Comments	Year 1 Total
					<p>USAID for the rehabilitation of the Malakand Division. The FIRMS Project, in coordination with others stakeholders has developed an activity plan to support PaRRSa in revitalizing economic growth in Malakand</p> <p><u>Inland Fisheries:</u></p> <ul style="list-style-type: none"> FIRMS Project representatives met with Moazzam Khan, DG Marine (& Inland) Fisheries Department, Govt of Pakistan. The DG, Marine Fisheries Department agreed to support the design and implementation of the sector strategy that will be developed by the FIRMS Project. FIRMS Project representatives met with M. Alam, member of the Fisheries Development Board in Karachi. Mr. Alam agreed to support the design and implementation of the fisheries sector strategy that will be developed by the FIRMS Project. <p><u>Dates:</u></p> <ul style="list-style-type: none"> The FIRMS Project met with District Coordination Officer, Muhammad Abbas Baloch and members of the Sindh Board of Investment including Mr. Mehboob ul Haq (Director) regarding the development of the dates sector strategy. 	
4.4	Private Sector Productivity	N/A				
4.4.1	Number of firms receiving USG supported assistance to improve their management practices	N/A		189	<p><u>Mango (353):</u></p> <ul style="list-style-type: none"> 3 mango exporters (apart from mango MUAVAN member farms) who participated in Fruit Logistica (Berlin, January 2010); 350 mango farms receiving training and other assistance (including Mango MUAVAN program) <p><u>Swat Fisheries (11):</u></p> <ul style="list-style-type: none"> The FIRMS Project is currently supporting 11 trout fish farms (TFFs) in Madyan. Business Recovery Support Agreements (BRsAs) will be signed with 10 	542

Ind. Ref. #	Result Indicator	Activity Ref. # ¹³		Actual results for quarter 4	Impact & Comments	Year 1 Total
					trout fish farms in Kalam on 15 July 2010. <u>Swat Potato farms (154)</u> <ul style="list-style-type: none"> 154 potato farmers in Swat are being assisted through pre/post harvest training <u>Market Readiness Program (24)</u> <ul style="list-style-type: none"> 24 female-owned SMEs receiving training in export-readiness and participating in the mock international trade fair Pakistan Handmade Exhibition and Fashion Show. 	
4.5	Workforce Development	N/A				
4.5.1	Number of persons participating in USG-funded workforce development programs	N/A			<u>Cumulative 2009-2010:</u> <ul style="list-style-type: none"> Islamabad: 81 KPK: 112 Punjab: 983 Sindh: 197 	1373 ⁴⁴

QUARTERLY PROJECT INDICATOR UPDATE – KPK PROVINCE (PESHAWAR, CHARSADDA, BUNER, SWAT)

Ind. Ref. #	Result Indicator	Activity Ref. # ⁴⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
Component1: Private Sector Development						
1.1	KRA⁴⁶: Consultative process formalized and					

⁴⁵ Include activity reference number from the previous section.

Ind. Ref. #	Result Indicator	Activity Ref. # ⁴⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
	supported					
1.1.1	Number of PSD consultative processes supported with project assistance	3439, 3435 3369		3	<p>Peshawar (1): Gems & Jewelry (G&J):</p> <ul style="list-style-type: none"> The FIRMS Project held a series of consultative sessions with the Director of Gems & Gemological Institute of Pakistan (GGIP), Provincial Chief of SMEDA-KPK, Director of Pakistan Gems and Jewelry Dev. Company (PGJDC) and various other traders, processors, exporters and gemology professors in KPK to devise a sector development strategy for the gems and jewelry sector. <p>Swat (2): Fisheries:</p> <ul style="list-style-type: none"> Technical assistance engaged on the Swat fisheries census met with the Secretary and Director Fisheries Department, DG PaRRSa and trout fish farm owners to obtain their perspectives regarding the fisheries sector in Swat. <p>Gems & Jewelry:</p> <ul style="list-style-type: none"> FIRMS Project met with the Swat Gems Traders and Miners Association to collaborate with the association in order to strengthen the gems and jewelry sector in Swat. 	6 ⁴⁷
1.2	KRA: Competitiveness of targeted sectors in local and global markets increased					
1.2.1	Change in sales of project-assisted firms	2286				
1.2.2	Number of marketing events conducted with project assistance to address export opportunities in targeted sectors	2286, 3444,		2	<p>Swat (2): Tourism:</p>	2

⁴⁶ KRA = Key Result Area

⁴⁷ Includes consultative processes supported for the leather, gems and jewelry, and marble sectors during the period 2009-10.

Ind. Ref. #	Result Indicator	Activity Ref. # ⁴⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
					<ul style="list-style-type: none"> The FIRMS Project supported Sarhad Tourism Corporation, Gandhara Art & Culture Association and Aik Hunar Aik Nagar to participate in the Dawn News International "Travel & Tourism Show" on May 9-10, 2010 in Karachi, to promote tourism in the conflict-affected district of Swat. The FIRMS Project arranged the visit of 25 national tour operators to Swat during 25-28 June, 2010. The response of the tour operators was encouraging as they reported complete peace in Swat and promised to offer their full support to restore the tourists sector and hotel industry in Swat. 	
1.2.3	Number of SME jobs created for project-assisted firms or sectors				<p><u>PaRRSA (Provincial Reconstruction, Rehabilitation & Settlement Authority):</u></p> <ul style="list-style-type: none"> FIRMS Project intensively engaged with PaRRSa and USAID for the rehabilitation of the Malakand Division. The FIRMS Project, in coordination with others stakeholders has developed an activity plan to support PaRRSa in revitalizing economic growth in Malakand. The expected impact of this programming is the reconstruction and recapitalization of over 1,000 small businesses, retraining and employment of up to 1,600 workers, and the improvement of livelihoods for at least 7,000 micro-entrepreneurs affected by the terrorist activity.⁴⁸ <p><u>Swat Fisheries (18 full time equivalent jobs):</u></p> <ul style="list-style-type: none"> The FIRMS Project is currently supporting 21 trout fish farms (TFFs) (11 TFFs in Madyan and 	103

⁴⁸ As projected in the Malakand Activity Plan, with a focus on Swat fisheries and the grants program.

Ind. Ref. #	Result Indicator	Activity Ref. # ⁴⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
					<p>10 TTFs in Kalam) in Swat. 402 people have been hired so far for materials delivery and rehabilitation, which is equivalent to 18 full time equivalent jobs⁴⁹.</p> <p><u>Swat Potato farms (85 full time equivalent jobs):</u></p> <ul style="list-style-type: none"> The FIRMS Project is currently supporting 154 potato farmers in Kalam and Bahrain through training in pre/post harvest practices. As a result of this training 200 farmers and workers have gained employment for the next 110 days (length of potato season), resulting in 85 full time equivalent jobs. 	
1.2.4	Number of sector working groups operating with project assistance	3771		1	<p><u>Swat Fisheries:</u></p> <ul style="list-style-type: none"> The FIRMS Project is currently supporting 21 trout fish farms (TFFs) (11 TFFs in Madyan and 10 TFFs in Kalam) in Swat.⁵⁰ 	1
1.2.5	Number of sector development strategies/implementation plans	3276, 3326		1	<p><u>Swat:</u></p> <p><u>Fisheries:</u></p> <ul style="list-style-type: none"> The Business Census and Rehabilitation Plans for Phase-1 of Swat Trout Fisheries (Madyan and Kalam) and census for the tourism sector) have been completed. <p><u>Tourism (1):</u></p> <ul style="list-style-type: none"> STTA Elizabeth Flew was engaged by the FIRMS Project (during the period March-June 2010) to develop a 5-month multifaceted sector strategy and work plan for the Swat tourism sector. A 	1

⁴⁹ One full time equivalent job equals one person working a minimum of 8 hours a day for 5 days a week over a period of 52 weeks (total: 260 days a year). However, according to Pakistan's Labour Laws, one full time equivalent job equals one person working a minimum of eight hours a day for six days a week over a period of three months; this formula results in a much higher number of jobs.

⁵⁰ Business Recovery Support Agreements (BRsAs) were signed with 10 trout fish farms in Kalam on 15 July 2010.

Ind. Ref. #	Result Indicator	Activity Ref. # ⁴⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
					team of experts was also embedded in Swat to conduct a census of all hotels, guesthouses, restaurants, and other local attractions for the development of this sector strategy.	
1.3	KRA: Competitiveness of workforce enhanced					
1.3.1	Number of project-assisted workforce development training events	2286		3	Swat: 3 <ul style="list-style-type: none"> Beneficiaries Workshop- Swat Fisheries Training on Potato Pre/Post Harvest Practices-Kalam Training on Potato Pre/Post Harvest Practices-Bahrain 	4 ⁵¹
1.3.2	Number of beneficiaries trained through project-assisted workforce development training events	2286		77	Swat: 77 ⁵² <ul style="list-style-type: none"> Beneficiaries Workshop- Swat Fisheries (27) Training on Potato Pre/Post Harvest Practices-Kalam (36) Training on Potato Pre/Post Harvest Practices-Bahrain (14) 	112 ⁵³
1.4	KRA: Access to finance increased					
1.4.1	Number of feasibility studies	3426,3276		11	Swat: Fisheries: <ul style="list-style-type: none"> Under the business rehabilitation plan for Swat fisheries, Business Recovery Support Agreements (BRSAs) were signed with 11 trout fish farms for the provision of construction materials, operating equipment and production inputs. The construction materials have been provided to 11 trout fish farms (TFFs), while the 	11

⁵¹ This includes the "Return, Rebuild, and Revive Buner Marble Industry" conference held for the marble sector (in Buner, KPK) (phase 1) on August 18, 2009.

⁵² Refer to Section 3: Trainings and Mentoring of this report for more information on these trainings.

⁵³ Includes thirty-five Buner marble sector stakeholders (including representation from Ministry of Industry via PASDEC) and others related to the value chain participated in a consultative workshop to discuss major constraints and needs to rebuild the industry.

Ind. Ref. #	Result Indicator	Activity Ref. # ⁴⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
					<p>procurement of operating equipment and production inputs and import of fish feed is in progress. BRSAs for an additional 10 trout fish farms will be signed by mid July 2010. The business census and BRSAs for Swat warm water carp fish are in progress and will be completed by mid August.</p> <p><u>Tourism:</u></p> <ul style="list-style-type: none"> Technical assistance was engaged to develop a comprehensive set of procurement requirements for the construction of two ski lifts to replace those formerly at Malam Jabba, which were destroyed by militants. 	
1.4.2	Number of project-supported initiatives approved for financing by commercial banks				<p><u>Swat:</u></p> <p><u>Malakand Grants Program:</u></p> <ul style="list-style-type: none"> The FIRMS Project and PaRRSA plan to consult with potential financial institutions to solicit their interest to act as a Prime Grantee⁵⁴ under the Malakand Grants Program. In this regards, a meeting with SMEDA, 6 Banks (HBL, UBL, Khyber Bank, Kashaf Bank, Bank Alfalah, First Women Bank), USAID and PaRRSa was held in Peshawar to share the concept of the Malakand Grants Program. Request for Applications will be issued to interested banks followed by a pre-bid conference, in tandem with the selection of Prime Grantees who had submitted their proposals. 	
1.4.3	Value of private financing mobilized through project-supported initiatives					
1.4.4	Number of public-private partnerships (GDAs) established through project assistance				<p><u>PaRRSA/Swat Fisheries:</u></p> <ul style="list-style-type: none"> FIRMS Project intensively engaged with PaRRSa 	

⁵⁴ FIRMS Project has completed evaluation of proposals to competitively award a large grant to one or more institutions (Prime Grantees) that are currently active in Swat, and for the institution(s) to then award smaller fixed obligation grants to affected businesses that qualify on the basis of approved Business Rehabilitation and Reconstruction Plans (BRRPs).

Ind. Ref. #	Result Indicator	Activity Ref. # ⁴⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
					and USAID for the rehabilitation of the Malakand Division. The FIRMS Project, in coordination with others stakeholders has developed an activity plan to support PaRRSa in revitalizing economic growth in Malakand.	
1.5	KRA: International standards and certifications achieved					
1.5.1	Number of project-assisted SMEs achieving international process/product/services certification/standards					
1.6	KRA: Women entrepreneurship and skills development supported					
1.6.1	Number of work plans identified specifically targeting women's economic participation in targeted sectors	3444, 3279, 2116				
1.6.2	Value of program budget allocated to meaningful change for women in business					
1.6.3	Number of women participating in capacity building programs					
Component 2: Business Development Services						
2.1	KRA: Capacity of BDS providers strengthened	3200 - 3299				
2.1.1	Number of BDS consultative events held with project assistance	3240 - 3259 Activity 3				
2.1.2	Number of BDS providers receiving project assistance	3280 - 3299 Activity 5				
2.1.3	Number of BDS providers providing project assistance	3280 - 3299 Activity 5				
2.1.4	Number of technical training service providers	3280 - 3299				

Ind. Ref. #	Result Indicator	Activity Ref. # ⁴⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
	strengthened with project assistance	Activity 5				
2.1.5	Percentage of cost sharing contributed by recipients of BDS services with project assistance	3260 - 3279 Activity 4				
2.2	KRA: Service capacity of public sector agencies and SMCs improved	3300-3399				
2.2.1	Number of public institutions and SMCs strengthened with project assistance to train BDS professionals	3300 - 3319 Activity				
2.2.2	Number of SMCs implementing formalized M&E approach	3300 - 3319 Activity				
2.3	KRA: Service provided to women entrepreneurs increased	3400-3499				
2.3.1	Number of business development services tailored to, or improved for, women with project assistance	3420 - 3439 Activity 2				
2.3.2	Value of program budget allocated to meaningful change for women in business	3460 - 3479 Activity 4				
Component 3: Business Enabling Environment						
3.1	KRA: District consultative process formalized	4200 - 4299				
3.1.1	Number of stakeholder meetings facilitated with project assistance	4200 - 4219 Activity 1		12	Malakand (12): FIRMS Projects has facilitated 12 meetings with PaRRSa and other stakeholders as per details given in section 3 below.	12
3.1.2	Number of functioning working groups operating with project assistance	4200 - 4219 Activity 1			District Economic Development Strategies for KPK Province districts are yet to be prepared. This will allow creation of working groups.	
3.2	KRA: Demand-driven business reforms implemented	4300 - 4399				

Ind. Ref. #	Result Indicator	Activity Ref. # ⁴⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
3.2.1	Number of priority policy reforms identified as a result of project assistance	4220 - 4239 Activity 2		5	International Best Practice Mining Policy (KPK); Support on Social Sector Reform; Reform of Agriculture Produce Act; Livestock Sector Reform; Institutional Support to PaRRSA; Reform of Nation Building Departments in Malakand	6
3.2.2	Number of priority policy reforms implemented with project assistance	4320 - 4339 Activity 2		5	As above.	5
3.2.3	Monetized value of implemented reforms to the private sector with project assistance	4340 - 4359 Activity 3				
3.3	KRA: Capacity of government to respond to private sector needs improved	4400 - 4459				
3.3.1	Number of training programs or conferences attended by government personnel with project assistance	4400 - 4419 Activity 1				
3.3.2	Number of district economic development strategies/implementation plans with project assistance	4420 - 4439 Activity 2			The district economic development strategies /implementation plans are yet to be prepared with project assistance in KPK province.	
3.3.3	Targeted World Bank Doing Business indicators	4440 - 4459 Activity 3				
3.3.4	Targeted Pakistan sub-national World Bank Doing Business indicators	4440 - 4459 Activity 3				
3.4	KRA: Business environment for women improved	4500 - 4599				
3.4.1	with project assistance	4580 - 4599 Activity 5				
3.4.2	Value of program budget allocated to meaningful change for women in business	4540 - 4559 Activity 3				

QUARTERLY PROJECT INDICATOR UPDATE – PUNJAB (MULTAN, LAHORE, BAHAWALPUR)

Ind. Ref. #	Result Indicator	Activity Ref. # ⁵⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
Component1: Private Sector Development						
1.1	KRA⁵⁶: Consultative process formalized and supported					
1.1.1	Number of PSD consultative processes supported with project assistance	3656, 3652, 3179, 3472, 3232, 2400- 2419, 2320- 2339		9	<p>Multan (4): Mango:</p> <ul style="list-style-type: none"> FIRMS Project and USDA had consultative discussions with Shujabad Research Station, primarily addressing the prevalence of Sudden Death Syndrome (SDS) in mangoes, which is a major problem faced by the majority of mango growers in Pakistan. A meeting was held with three⁵⁷ women mango growers from Multan on April 12, 2010. The meeting resulted in the identification of women mango growers that may be potential partners for collaboration in mango value added products. <p>Dried Mango:</p> <ul style="list-style-type: none"> The FIRMS Project had a consultative meeting with Mr. Abdul Ghaffar Grewal, horticulturist at Mango Research Station, Shujabad in order to discuss current research activities taking place at the research institute and to obtain inputs on various varieties of mango that can be suitable for 	22 ⁵⁸

⁵⁵ Include activity reference number from the previous section.

⁵⁶ KRA = Key Result Area

⁵⁷ These included Ms. Rubina Walah who runs a Ladies Social Welfare Society in Jahanian. Ms. Asifa Haneef, Ms. Kausar Hafeez, and Ms. Ashraf Saleem.

⁵⁸ Multan: 7; Lahore: 14; Bahawalpur: 1

Ind. Ref. #	Result Indicator	Activity Ref. # ⁵⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009- 2010)
					<p>drying.</p> <p><u>Leather:</u></p> <ul style="list-style-type: none"> FIRMS Project representatives and STTA James Parchman visited the leather cluster in Multan from 7th-9th April, 2010 in order to further assessment work in 'at risk' districts. This visit included meetings with the Chairman (North Zone) of the Pakistan Tanners Association, Multan Hide Company, Khawaja Tanneries, in addition to smaller companies in the leather tanneries cluster situated within the Multan Industrial Estate. <p><u>Lahore (5):</u></p> <p><u>Mango:</u></p> <ul style="list-style-type: none"> USAID FIRMS Project held a seminar on April 12, 2010 to introduce the project's mango MUAVAN project to female mango growers, in addition to working to bring them together on a common platform. The participants have expressed their interest in joining the mango MUAVAN program. The FIRMS Project had a consultative discussion on removing entry barriers faced by farmers to enter the European market, in addition to chalking out the 2010 mango exports to Europe in collaboration with Metro. This collaboration resulted in the decision to work closely with Metro on trial shipments to Europe this year. The FIRMS Project supported consultative sessions between Mr. Mustafa Khakwani, President of Mango growers Association of Pakistan and mango STTA Dr. David Picha on the importance of creating awareness about pre- 	

Ind. Ref. #	Result Indicator	Activity Ref. # ⁵⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
					<p>harvest, harvest and post-harvest best practices. The impact of this process was an awareness workshop held for farmers and extension agents on GAP (Good Agriculture Practices).</p> <p><u>Inland Fisheries:</u></p> <ul style="list-style-type: none"> FIRMS Project representatives met with DG Fisheries Punjab, Dr. Ayub and Secretary Fisheries Punjab, Babar Bharwana to introduce FIRMS Project and to review the status of fish farms in Punjab. The outcome of this visit was that the government officials agreed to support the development of the fisheries sector strategy and its implementation in the Punjab region. 	
1.2	KRA: Competitiveness of targeted sectors in local and global markets increased					
1.2.1	Change in sales of project-assisted firms					
1.2.2	Number of marketing events conducted with project assistance to address export opportunities in targeted sectors	3232				
1.2.3	Number of SME jobs created for project-assisted firms or sectors				<p><u>Mango Infrastructure Up-gradation</u></p> <ul style="list-style-type: none"> 75 people were hired for the infrastructure up-gradation on three mango farms. 10 permanent Technical Field Officers (TFOs) were also hired. This resulted in the full time equivalent of 21 jobs. 	21
1.2.4	Number of sector working groups operating with project assistance	3200		1	<p><u>Mango (1):</u></p> <ul style="list-style-type: none"> 14 progressive mango farmers engaged under the mango MUAVAN program <p><u>Market Readiness Program (MRP)/Pakistan Handmade (1):</u></p> <ul style="list-style-type: none"> 22 women business owners from Punjab and 	2

Ind. Ref. #	Result Indicator	Activity Ref. # ⁵⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
					Sindh engaged in this program	
1.2.5	Number of sector development strategies/implementation plans developed					
1.3	KRA: Competitiveness of workforce enhanced					
1.3.1	Number of project-assisted workforce development training events	3232, 3444		16 ⁵⁹	Punjab (24): Lahore (2): <ul style="list-style-type: none"> Potato farmers workshop; Training of inland fisheries baseline survey teams Multan (11): <ul style="list-style-type: none"> Workshop: Effective/Efficient Nutrient/Fertilizer Application; Workshop: Pesticide/Insecticide/Mango Diseases; Workshop: Integrated Pest Management; Training for women entrepreneurs Market Readiness Program (MRP); "A Successful Exhibition" workshop; Gender Mainstreaming in Project Planning Session #1: Multan District Economic Development Strategy (DEDS); Gender Mainstreaming in Project Planning Session #2 : Multan DEDS Mango Harvest and Post Harvest Handling-Lutfabad Fruit Farm; Mango Harvest and Post Harvest Handling-Surbuland Fruit Farm; Mango Harvest and Post Harvest Handling-Zarpak Horticulture Products; 	24 ⁶⁰

⁵⁹ Lahore (2); Multan (7); Khanewal (2); Rahim Yar Khan (3); Bahawalpur (2)

⁶⁰ Includes Multan: Workshop: Effective/Efficient Nutrient/Fertilizer Application on Mango Orchards (72 males); Proper Application of Insecticide & Fungicide for Prevention and Cure of Mango Diseases (86 males); Workshop: Integrated Pest Management (75 males); Training Women Entrepreneurs-Market Readiness Program (1 male, 16 females), and other training events conducted through 2009-10.

Ind. Ref. #	Result Indicator	Activity Ref. # ⁵⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
					<ul style="list-style-type: none"> Mango MUAVAN Program: Capacity Building of Technical Field Officers (TFOs) <p><u>Khanewal (5):</u></p> <ul style="list-style-type: none"> Workshop: Effective/Efficient Nutrient/Fertilizer Application; Workshop: Pesticide/Insecticide/Mango Diseases; Workshop: Integrated Pest Management; Mango Harvest and Post Harvest Handling-Nasir Mehdi Farm; Mango Harvest and Post Harvest Handling-Abu Talib Farm <p><u>Bahawalpur (2):</u></p> <ul style="list-style-type: none"> Gender Mainstreaming in Project Planning Session #1: Bahawalpur DEDS; Gender Mainstreaming in Project Planning Session #2 : Bahawalpur DEDS <p><u>Rahim Yar Khan (4):</u></p> <ul style="list-style-type: none"> Workshop: Integrated Pest Management; Mango Harvest and Post Harvest Handling-Leghari Fruit Farm; Mango Harvest and Post Harvest Handling-Dhillon Agri Farm; Mango Harvest and Post Harvest Handling-JDW Orchards 	
1.3.2	Number of beneficiaries trained through project-assisted workforce development training events	3232, 3444			<p><u>Punjab:</u> 983;</p> <p><u>Lahore:</u> 26</p>	983 ⁶¹

⁶¹ A one-day awareness seminar focusing on the importance of Global GAP was conducted in Multan on October 28, 2009. The seminar was attended by 105 farmers from different districts of Southern Punjab.

Ind. Ref. #	Result Indicator	Activity Ref. # ⁵⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
					<u>Multan:</u> 381 <u>Khanewal:</u> 250 <u>Bahawalpur:</u> 21 <u>Rahim Yar Khan:</u> 305	
1.4	KRA: Access to finance increased					
1.4.1	Number of feasibility studies	3200, 3232, 2116		9	<u>Mango:</u> Infrastructure Up-gradation Agreement (IUA) (9): <ul style="list-style-type: none"> Under the mango MUAVAN program, nine progressive mango farms in Punjab have signed IUAs, under which these farms will construct a packing house and building for blast chiller and cold storage (as part of their cost share) on their premises.⁶² Ali Tareen Farm has completed the recommended post-harvest infrastructure requirement. All remaining farms are expected to complete their infrastructure requirements before October 2010. The impact of this infrastructure development is that it will enable the farmers to meet the requirements of major supermarket chains in the European market, in addition to increasing the quality and shelf life of their produce. FIRMS Project has signed five additional Infrastructure Up-gradation Agreements (IUAs) with mango farmers⁶³ who will participate in exports next year. 	11 ⁶⁴

⁶² FIRMS Project assistance extends to the provision of a 25 ton cold storage room, a blast chiller, a mango processing line (including hot water and grading), de-sapping equipment, pruning tools, and harvest aides.

⁶³ These include 2 in Rahim Yar Khan with Leghari Fruit Farms and Dhillon Farm, and 3 in Multan with Muzaffargar Farm, Zarpak Horticulture, and Tareen Mango Farms. Under this IUA, these farms are required to build a packinghouse of 100' x 6' and a building for the blast chiller and cold storage. A 5 ton per 5 hour blast chiller, 25 Ton Cold Storage, and 50KVA Generator will be part of FIRMS Project's assistance.

⁶⁴ Multan (1): FIRMS and CRISP completed the on-farm infrastructure assessment of farms in Multan and Rahim Yar Khan which are involved in the Mango MUAVAN Program.; Lahore (1): FIRMS drafted the mango packinghouse facility design.

Ind. Ref. #	Result Indicator	Activity Ref. # ⁵⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
					<u>Dried Mango:</u> <ul style="list-style-type: none"> The FIRMS Project has hired a dried mangoes expert to conduct a feasibility study to comprehensively demonstrate profitable commercial opportunities for entrepreneurs (particularly women) in the drying of mangos and other horticulture products. 	
1.4.2	Number of project-supported initiatives approved for financing by commercial banks				Data to be collected twice a year: January and July	
1.4.3	Value of private financing mobilized through project-supported initiatives	3232		\$136,798	<u>Multan:</u> <u>Mango:</u> <ul style="list-style-type: none"> Under the mango MUAVAN program, Ali Tareen Farm invested \$136,798 in a blast chiller, cold storage room, pack house, and operations costs, all of which has been installed at the farm.⁶⁵ 3 additional farms⁶⁶ also plan to invest in the above items before October 2010. (This will create an additional \$410,395 in terms of private investment in this sector) 	\$136,798
1.4.4	Number of public-private partnerships (GDAs) established through project assistance	2241, 2662, 2600 - 2619		1	<u>Lahore (1):</u> <u>Mango:</u> <ul style="list-style-type: none"> The FIRMS Project signed a consensus agreement with PARAS Foods⁶⁷ in February 2010. Under this agreement, FIRMS agreed to help PARAS Foods in infrastructural development, which would allow the facility to achieve the standards required to 	1

⁶⁵ The breakup of this cost was PKR 900,000 for the blast chiller and cold storage, and PKR 6,900,000 for the pack house.

⁶⁶ Sar Buland Farm, Luftabad Farm, and JDW Orchards

⁶⁷ PARAS Foods DS Pvt. Ltd. is a public organization, and is a joint venture of Pakistan Horticulture Development & Export Company (PHDEC) and the Pakistan Atomic Energy Commission (PAEC).

Ind. Ref. #	Result Indicator	Activity Ref. # ⁵⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
					irradiate mangoes to a quality exportable to the USA ⁶⁸ . <ul style="list-style-type: none"> The FIRMS Project is working to collaborate with PAMCO, Government of Punjab on designing a mango pack house for PAMCO.⁶⁹ The FIRMS Project is working to develop a partnership with Pakistan Horticulture Development Export Company (PHDEC) in order to identify policy constraints and propose second generation reforms to create an enabling environment for the development of the private sector. 	
1.5	KRA: International standards and certifications achieved					
1.5.1	Number of project-assisted SMEs achieving international process/product/services certification/standards	3179, 3407, 3200			<u>Multan:</u> <u>Mango:</u> <u>GlobalGAP:</u> <ul style="list-style-type: none"> The FIRMS Project has signed a Mango GlobalGAP Agreement (MGA) with 6 farmers in Punjab. Technical Field Officers (TFOs) have been hired for these farms to assist them in implementing GAP (Good Agriculture Practices) practices which would help these farms attain GlobalGAP certification. These farms are currently undergoing internal audits regarding GAP. The Punjab farms will undergo external audits in August 2010. FIRMS Project has conducted a pre-audit of mango MUAVAN farms in Southern Punjab (Multan), in order to assess the current gaps in relation to the GlobalGAP compliance parameters 	

⁶⁸ In exchange for the above support, PARAS Foods committed to irradiating multiple shipments of fresh mangoes on subsidized rates up to 40 tons total, provided by bona fide FIRMS Project's clients,

⁶⁹ PAMCO is planning to construct a modern mango packinghouse and cooling facility in the Multan area in the year 2010, to serve the needs of multiple growers.

Ind. Ref. #	Result Indicator	Activity Ref. # ⁵⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
					<p>and checklist. GlobalGAP implementation pre-audits were also conducted for MUAVAN farms Leghari Fruit Farm in Rahim Yar Khan, and Tareen Mango Farm in Muzaffarnagar.</p> <p>USDA:</p> <ul style="list-style-type: none"> United States Department of Agriculture (USDA) and FIRMS Project supported the visit of six Government of Punjab officials to the United States to further efforts to export Pakistani mangoes to the US. The visit provided an opportunity for Pakistan's agriculture officials to better understand the operational and safeguard measures essential to establish a pre-clearance export program, in addition to discussing the APHIS (Animal and Plant Health Inspection Service) regulatory process. <p>Lahore:</p> <p>PARAS Foods:</p> <ul style="list-style-type: none"> The FIRMS Project is also assisting PARAS Foods in infrastructure upgradations in order for the facility to receive international certification by USDA/APHIS. 	
1.6	KRA: Women entrepreneurship and skills development supported					
1.6.1	Number of work plans identified specifically targeting women's economic participation in targeted sectors	2096				
1.6.2	Value of program budget allocated to meaningful change for women in business					
1.6.3	Number of women participating in capacity building programs					39
Component 2:Business Development Services						
2.1	KRA: Capacity of BDS providers strengthened					

Ind. Ref. #	Result Indicator	Activity Ref. # ⁵⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
2.1.1	Number of BDS consultative events held with project assistance					
2.1.2	Number of BDSPs assisted by the project					
2.1.3	Number of BDSPs supporting SMEs under FIRMS BD Services TM program					
2.1.4	Number of technical training service providers strengthened with project assistance					
2.1.5	Percentage of cost sharing contributed by recipients of BDS services with project assistance					
2.1.6	Number of institutions strengthened to train business service professionals in all critical business services in targeted sectors					
2.1.7	Number of new financing instruments developed for small enterprises					
2.2	KRA: Service capacity of public sector agencies and SMCs improved					
2.2.1	Number of public institutions and SMCs strengthened with project assistance to train BDS professionals					
2.2.2	Number of SMCs implementing formalized M&E approach					
2.3	KRA: Service provided to women entrepreneurs increased					
2.3.1	Number of initiatives identified to tailor or improve business development services for women with project assistance	3211, 3285				
2.3.2	Value of program budget allocated to meaningful change for women in business				Various activities related to the Family Appreciation Program and the Market Readiness Program	\$62,935
Component 3: Business Enabling Environment						
3.1	KRA: District consultative process formalized	4200 - 4299				
3.1.1	Number of stakeholder meetings facilitated with	4200 -		12	Secretary Agriculture Punjab, Government of Punjab,	18

Ind. Ref. #	Result Indicator	Activity Ref. # ⁵⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
	project assistance	4219 Activity 1			Punjab Agri-marketing Company Multan (2): District Coordination Officer, EDOs, Dos Bahawalpur (2): District Coordination Officer, EDOs, DOs	
3.1.2	Number of functioning working groups operating with project assistance	4200 - 4219 Activity 1		2	Multan (1): District Functionaries Bahawalpur (1): District Functionaries	2
3.2	KRA: Demand-driven business reforms implemented	4300 - 4399				
3.2.1	Number of priority policy reforms identified as a result of project assistance	4220 - 4239 Activity 2		2	Support on Quality Meat and Slaughter Control Act; Support on developing Livestock Market Rules	2
3.2.2	Number of priority policy reforms implemented with project assistance	4320 - 4339 Activity 2				
3.2.3	Monetized value of implemented reforms to the private sector with project assistance	4340 - 4359 Activity 3				
3.3	KRA: Capacity of government to respond to private sector needs improved	4400 - 4459				
3.3.1	Number of training programs or conferences attended by government counterpart personnel with project assistance	4400 - 4419 Activity 1		4	Multan (2): Gender Mainstreaming Training for district functionaries Bahawalpur (2): Gender Mainstreaming Training for district	4

Ind. Ref. #	Result Indicator	Activity Ref. # ⁵⁵	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
					functionaries	
3.3.2	Number of district and/or economic development strategies/implementation plans prepared with project assistance	4420 - 4439 Activity 2			Multan: (1); Bahawalpur:(1)	2 ⁷⁰
3.3.3	Targeted World Bank Doing Business indicators	4440 - 4459 Activity 3			Data to be collected annually	
3.3.4	Targeted Pakistan sub-national Doing Business indicators (DCI)	4440 - 4459 Activity 3			Data to be collected annually	
3.4	KRA: Business environment for women improved	4500 - 4599				
3.4.1	Number of training events on gender constraints and solutions conducted for government functionaries with project assistance	4580 - 4599 Activity 5	4		Gender mainstreaming training for district functionaries at Multan & Bahawalpur Districts	4
3.4.2	Value of program budget allocated to meaningful change for women in business	4540 - 4559 Activity 3			Needs assessment and trainings for government functionaries on Gender Mainstreaming in Project Planning for District Economic Development Strategies (DEDS) for Bahawalpur and Multan	\$38,950

⁷⁰ Multan: 1; Bahawalpur: 1

QUARTERLY PROJECT INDICATOR UPDATE – SIND (KARACHI, SUKKUR, KHAIRPUR, LARKANA)

Ind. Ref. #	Result Indicator	Activity Ref. # ⁷¹	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
Component1: Private Sector Development						
1.1	KRA⁷²: Consultative process formalized and supported					
1.1.1	Number of PSD consultative processes supported with project assistance	3544, 3179, 3629, 3347, 3345, 3766, 3755, 3630, 3768, 3769, 3346		14	Karachi (9): Mango(4): <ul style="list-style-type: none"> The FIRMS Project and the All Pakistan Fruit & Vegetable Association (APFVA) held focus group discussions on April 29-30, 2010, on areas for mutual collaboration and measures to increase the sector's exports. FIRMS Project and USDA held discussions with Maersk Liners to collaborate with each other on efforts to provide better and cheaper shipping facilities for mango exports. FIRMS Project and USDA visited Asim Agricultural Farm⁷³ to identify issues and constraints in exporting to international markets. The impact of this visit was the identification of potential international buyers, as well as the exploration of linkages with mango suppliers. Consultative discussions were held with Mr. Abdul Waheed, Iftikhar & Company and Mr. Khalid Ejaz, Roshan Enterprises regarding mango exports. The impact of these discussions was progress towards the identification of new 	20 ⁷⁶

⁷¹ Include activity reference number from the previous section.

⁷² KRA = Key Result Area

⁷³ One of the GlobalGAP certified farms in Tando Allahyar Khan

⁷⁶ Includes consultative processes supported in Sind during 2009-10 for the dairy, gems and jewelry, leather, and mango sectors.

Ind. Ref. #	Result Indicator	Activity Ref. # ⁷¹	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
					<p>markets for mango export development.</p> <p><u>Dried Mango (2):</u></p> <ul style="list-style-type: none"> A consultative session was held with Mr. A.Q. Mughal, Vice Chancellor, Sindh Agriculture University, Tando Jam to discuss the possibilities of using their dehydration facilities for dried mango products. A consultative meeting was held with Mr. C.M Khalid, owner of Nawazabad Farms in order to view its mango dehydration unit and collect information on machinery for dehydration, the required labor for the activity, in addition to suitable varieties for mango drying. Information collected from the visit served as basis for mango sample testing activity. <p><u>Leather (1):</u></p> <ul style="list-style-type: none"> FIRMS Project representatives and leather STTA James Parchman held a series of consultative discussions with different exporters and sector stakeholders for the development of the leather sector strategy. Parties involved included the following: Star Denim Factory, Japan External Trade Organization (JETRO) representative Mr. Kokyo, the National Institute of Leather Technology (NILT), and Alshaheer Modern Slaughter House and Meat Processing Plant. <p><u>Inland Fisheries (2):</u></p> <ul style="list-style-type: none"> A consultative meeting was held with Moazzam Khan, DG Marine (& Inland) Fisheries Department⁷⁴, Govt of Pakistan to discuss the 	

⁷⁴ This is based in Karachi.

Ind. Ref. #	Result Indicator	Activity Ref. # ⁷¹	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
					<p>inland fisheries sector, in addition to its prevalent issues. The impact of this meeting was that the DG, Marine Fisheries Department agreed to support the design and implementation of the sector strategy that will be developed by the FIRMS Project.</p> <ul style="list-style-type: none"> Consultative discussions were held with M.Alam, Member BOD Fisheries Development Board & owner Dilshad Fish Farms, and Faisal Iftikhar, Chairman Pakistan Fisheries Exporters Association & CEO of Pakistan Fisheries. The impact of these meetings was that Mr. Alam and Faisal Iftikhar agreed to support the design and implementation of fisheries sector strategy developed by FIRMS Project. <p>Sukkur (2):</p> <ul style="list-style-type: none"> FIRMS Project representatives presented the short-term interventions for the dates sector to USAID.⁷⁵ The impact of this presentation was that USAID approved the FIRMS Project plans to commence its interventions within the dates sector. Consultative discussions were held with the following stakeholders in the dates sector regarding the development of a sector strategy for the same: Mr. Sadruddin Phulpoto, date grower and President of the Date Growers' Association; Rajesh Kumar, Vice President of Anjuman - e - Tajiraan Khajoor - o - Anaaj Mandi Khairpur (Dates and Wheat Traders' Association); District Coordination Officer, Muhammad Abbas Baloch, members of the Sindh Board of Investment including Mr. Mehboob ul 	

⁷⁵ These strategies were the result of the exhaustive research in the dates sector value chain, which was carried out in Sukkur and Khairpur this quarter.

Ind. Ref. #	Result Indicator	Activity Ref. # ⁷¹	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009- 2010)
					<p>Haq (Director), representatives from Trade Development Authority Pakistan, Agribusiness Support Fund, Pakistan Agricultural Research Council, Small and Medium Enterprises Development Authority, members of the Date Growers' Association.</p> <p><u>Khairpur (2):</u> <u>Dates:</u></p> <ul style="list-style-type: none"> Consultative discussions were held with three of the largest date processors in Khairpur: Nadeem Date Factory (Mr. Mujeeb Memon), Supreme Date Factory (Mr. Muhammad Ali Fecto) and Mashallah Date Factory (Mrs. Armine Merwanji) regarding the development of a sector strategy for the same. <p><u>Inland Fisheries:</u></p> <ul style="list-style-type: none"> A consultative session was held with fish commission agents/buyers to discuss an integrated approach to make both farmers and commission agents financially independent of each other, while at the same time encouraging them to follow best practices in their areas and integrate with high-end markets. The impact of this meeting was that the fish commission agents/buyers agreed to support the design and implementation of the fisheries sector strategy developed by the FIRMS Project. <p><u>Larkana (1):</u> <u>Inland Fisheries:</u></p> <ul style="list-style-type: none"> The FIRMS Project arranged a community consultation with sixty fish farmers from Larkana, having an average farm size between 1-5 acres. The objective of this meeting was to engage these 	

Ind. Ref. #	Result Indicator	Activity Ref. # ⁷¹	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
					stakeholders in the strategy development process. The outcome of this meeting was that the Larkana fish farmers agreed to support the design and implementation of fisheries sector strategy developed by FIRMS Project.	
1.2	KRA: Competitiveness of targeted sectors in local and global markets increased					
1.2.1	Change in sales of project-assisted firms					
1.2.2	Number of marketing events conducted with project assistance to address export opportunities in targeted sectors	2286				
1.2.3	Number of SME jobs created for project-assisted firms or sectors					
1.2.4	Number of sector working groups operating with project assistance	3200		1	<p><u>Mango (1):</u></p> <ul style="list-style-type: none"> 14 progressive mango farmers engaged under the mango MUAVAN program <p><u>Market Readiness Program (MRP)/Pakistan Handmade (1):</u></p> <ul style="list-style-type: none"> 22 women business owners from Punjab and Sindh engaged in this program <p><u>Dates:</u></p> <ul style="list-style-type: none"> Consultative discussions were held with three of the largest date processors in Khairpur: Nadeem Date Factory (Mr. Mujeeb Memon), Supreme Date Factory (Mr. Muhammad Ali Fecto) and Mashallah Date Factory (Mrs. Armine Merwanji) regarding the development of a sector strategy for the same. 	2
1.2.5	Number of sector development strategies/implementation plans					
1.3	KRA: Competitiveness of workforce enhanced					

Ind. Ref. #	Result Indicator	Activity Ref. # ⁷¹	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
1.3.1	Number of project-assisted workforce development training events	3444			<p>Sindh: 10 Karachi (5):</p> <ul style="list-style-type: none"> • Training for Women Entrepreneurs-Market Readiness Program (MRP); • Workshop on "A Successful Exhibition"; • Introduction to Fashion Design Workshop; • Training of Inland Fisheries Baseline Survey Teams; • Supporting Institutions Initiative TA Round 1 Meeting <p>Hyderabad (1):</p> <ul style="list-style-type: none"> • Workshop: Integrated Pest Management <p>Mirpurkhas (2):</p> <ul style="list-style-type: none"> • Mango Harvest and Post Harvest Handling-Umer Bhoogeo Farm; • Mango Harvest and Post Harvest Handling-Kachalo Farm <p>Tando Allahyar(1):</p> <ul style="list-style-type: none"> • Mango Harvest and Post Harvest Handling-Bachani Farms; <p>Nawabshah (1):</p> <ul style="list-style-type: none"> • Mango Harvest and Post Harvest Handling-Murtaza Agricultural Farm 	10
1.3.2	Number of beneficiaries trained through project-assisted workforce development training events	3444			<p>Sindh: 197 Karachi: 40 Hyderabad: 45 Mirpurkhas: 84 Tando Allahyar: 38 Nawabshah: 30</p>	197
1.4	KRA: Access to finance increased					
1.4.1	Number of feasibility studies	3200				
1.4.2	Number of project-supported initiatives approved for				Data to be collected twice a year: January and July	

Ind. Ref. #	Result Indicator	Activity Ref. # ⁷¹	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
	financing by commercial banks					
1.4.3	Value of private financing mobilized through project-supported initiatives			\$30,343	3 farms in Sindh invested \$30,343 ⁷⁷ on infrastructure required for GlobalGAP certification on packing shed, fertilizer & pesticides stores, washroom, pesticides filling area, and signages.	\$30,343
1.4.4	Number of public-private partnerships (GDAs) established through project assistance	3435				
1.5	KRA: International standards and certifications achieved					
1.5.1	Number of project-assisted SMEs achieving international process/product/services certification/standards	3200			Mango: GlobalGAP: <ul style="list-style-type: none"> FIRMS Project has conducted a pre-audit of 5 mango MUAVAN farms in Central Sindh (Tandoallahyar and Nawabshah)⁷⁸, in order to assess the gaps of the farms in relation to the GlobalGAP compliance parameters and checklist. 	
1.6	KRA: Women entrepreneurship and skills development supported					
1.6.1	Number of workplans identified specifically targeting women's economic participation in targeted sectors	3435				
1.6.2	Value of program budget allocated to meaningful change for women in business				Economic Growth Gender Specialist STTA Zahara Khan	\$12,224
1.6.3	Number of women participating in capacity building programs					57
Component 2: Business Development Services						
2.1	KRA: Capacity of BDS providers strengthened					
2.1.1	Number of BDS consultative events held with project assistance					

⁷⁷ This amount comes to \$10,114 per farm.

⁷⁸ FIRMS Project has conducted pre-audits for Murtaza Agriculture Farm, Hyder Shah Fruit Farm, and Shah Agriculture Farm in Sindh.

Ind. Ref. #	Result Indicator	Activity Ref. # ⁷¹	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
2.1.2	Number of BDSPs assisted by the project					
2.1.3	Number of BDSPs supporting SMEs under FIRMS BD Services TM program					
2.1.4	Number of technical training service providers strengthened with project assistance					
2.1.5	Percentage of cost sharing contributed by recipients of BDS services with project assistance					
2.1.6	Number of institutions strengthened to train business service professionals in all critical business services in targeted sectors					
2.1.7	Number of new financing instruments developed for small enterprises					
2.2	KRA: Service capacity of public sector agencies and SMCs improved					
2.2.1	Number of public institutions and SMCs strengthened with project assistance to train BDS professionals					
2.2.2	Number of SMCs implementing formalized M&E approach					
2.3	KRA: Service provided to women entrepreneurs increased					
2.3.1	Number of initiatives identified to tailor or improve business development services for women with project assistance	3211, 3444				
2.3.2	Value of program budget allocated to meaningful change for women in business				Various activities related to the Family Appreciation Program and the Market Readiness Program, and consultant fees for Economic Growth Gender Specialist STTA Zahara Khan	\$48,909
Component 3: Business Enabling Environment						
3.1	KRA: District consultative process formalized	4200 - 4299				

Ind. Ref. #	Result Indicator	Activity Ref. # ⁷¹	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
3.1.1	Number of stakeholder meetings facilitated with project assistance	4200 - 4219 Activity 1		9	Planning & Development Department, Sindh, Secretary Agriculture Sind0.h, DCOs, EDOs, DOs	10
3.1.2	Number of functioning working groups operating with project assistance	4200 - 4219 Activity 1				
3.2	KRA: Demand-driven business reforms implemented	4300 - 4399				
3.2.1	Number of priority policy reforms identified as a result of project assistance	4220 - 4239 Activity 2				
3.2.2	Number of priority policy reforms implemented with project assistance	4320 - 4339 Activity 2				
3.2.3	Monetized value of implemented reforms to the private sector with project assistance	4340 - 4359 Activity 3				
3.3	KRA: Capacity of government to respond to private sector needs improved	4400 - 4459				
3.3.1	Number of training programs or conferences attended by government counterpart personnel with project assistance	4400 - 4419 Activity 1				
3.3.2	Number of district and/or economic development strategies/implementation plans prepared with project assistance	4420 - 4439 Activity 2				

Ind. Ref. #	Result Indicator	Activity Ref. # ⁷¹	Target results for the reporting quarter	Actual results for the reporting quarter	Comments	Cumulative Total (2009-2010)
3.3.3	Targeted World Bank Doing Business indicators	4440 - 4459 Activity 3				
3.3.4	Targeted Pakistan sub-national Doing Business indicators (DCI)	4440 - 4459 Activity 3				
3.4	KRA: Business environment for women improved	4500 - 4599				
3.4.1	Number of training events on gender constraints and solutions conducted for government functionaries with project assistance	4580 - 4599 Activity 5				
3.4.2	Value of program budget allocated to meaningful change for women in business	4540 - 4559 Activity 3			Economic growth gender specialist STTA Zahara Khan	\$12,224
3.4.2	KRA: District consultative process formalized	4200 - 4299				

KEY EVENTS AND MEETINGS

TRAININGS AND MENTORING (July 2009-June 2010)

TRAININGS AND MENTORING – CUMULATIVE YEAR TO DATE

Total Events (Training and Non Training) Held to Date	Participants			Outcome/Result
	Male	Female	Total	
91	2481	880	3361	FIRMS held 91 events serving 3361 participants (2481 male and 880 female) to date.

TRAININGS AND MENTORING (April 2010-June 2010)⁷⁹

TRAININGS AND MENTORING –QUARTERLY CUMULATIVE

(APRIL 1 2010 –JUNE 30 2010)

Total Events (Training and Non Training) Held to this Quarter	Participants			Outcome/Result
	Male	Female	Total	
45	1080	443	1523	FIRMS held 45 events serving 1523 participants (1080 male and 443 female) for the quarter April– June 2010

TRAININGS AND MENTORING – INTERNATIONAL

UNITED STATES OF AMERICA

TITLE	DATE	Participants			Outcome/Result
		Male	Female	Total	
APHIS: Mango Delegation to US	8 May 2010	6	0	6	The delegation had the opportunity to visit APHIS offices in Riverdale, Maryland as well as visit the Chicago port to see the process of clearing fruit. The program was part of a larger Presidential initiative that is facilitating ways to improve Pakistan's agricultural capacity.

⁷⁹ To see detailed listings of trainings in previous quarters, please refer to Quarterly Reports I, II and III.

TRAININGS AND MENTORING – NATIONAL ISLAMABAD

TITLE	DATE	Participants			Outcome/Result
		Male	Female	Total	
"A Successful Exhibition" Workshop	6 April 2010	0	4	4	Female entrepreneurs were educated on how to carry out a successful exhibition of their products and imparted with the technical skills and know how required to create an exhibition booth of international standards. The training guided the participants through the entire process of conducting an exhibition including pre and post event planning, booth decoration and buyer communication techniques.
'Introduction to Fashion Design' Workshop	20 April 2010	4	7	11	Entrepreneurs were trained on developing US/European market-appropriate product lines and educated about color trends and international sizing. Additional technical training in the areas of quality and consistency, specifically focusing on the processes of pattern-making by both measurement and draping was also given to the participants.
Family Appreciation Program for IWCCI	8 April 2010	14	107	121	The event held in collaboration with the Islamabad Women's Chamber of Commerce and Industry (IWCCI) reinforced the positive behavior of supportive spouses and families and publicly recognized their contribution to the family businesses to facilitate the future success of women entrepreneurs.
Launch of Knowledge Portal	4 May 2010	12	15	27	Knowledge Portal (KP) is basically a password protected website where documents can be uploaded and made accessible to all the EG program members. In the launching ceremony, the EG partners were informed about the usage of the KP, and trained to effectively upload documents on it.
Beneficiaries Workshop- Swat Fisheries	26 May 2010	27	0	27	Trout fishery farm owners were introduced to the FIRMS Rehabilitation Program for SWAT that will assist in reconstruction of their farms.
Supporting Institutions as Change Agents "Fostering Women's Economic Empowerment"- A Workshop on Resources to Recruit, Retain and Grow your Members	26 May 2010	4	22	26	This workshop, organized in collaboration with ECI, constituted Phase I of the 'Increasing Women's Economic Participation through Supporting Institutions Initiative'. The workshop provided the relevant supporting institutions a basis for activities/service offerings that will allow stakeholders to effectively increase income.

Bidders Conference for Grant Making Institutions	28 May 2010	11	1	12	Potential prime grantees were given an overview of the RFA (Request for Application) process in order for them to fully understand what is required of them and enable them to submit a complete application in response to the RFA.
Communication Working Group	28 May 2010	6	11	17	All communication personnel under the EG umbrella gave an update of their ongoing EG activities. Other items discussed included updates on the Knowledge Portal and EG Communications Strategy. Projects also addressed their concerns and issues to the DOC's office personnel attending the Working Group.
Training Workshop for Grants Associates	21 June 2010	8	0	8	Newly recruited FIRMS Grants Associates were equipped with the necessary tools, techniques and regulations required to effectively and efficiently implement the Malakand Grants Program that is being rolled out by the FIRMS Project.
Pakistan Handmade Event-Exhibition and Fashion Show	24 June 2010	118	145	263	The Pakistan Handmade Event constituted a Fashion Show and Mock International Exhibition featuring women-owned small to medium sized enterprises in the garment, accessories and home décor sectors. The event was a culmination of the Market Readiness Program implemented by the FIRMS Project for women entrepreneurs. It provided the participants with an effective platform to showcase the results of their product development process, and to receive feedback from both international buyers and customers and develop the necessary market linkages.
Communication Working Group	28 June 2010	4	10	14	The event enabled the coordination of communications teams working under the umbrella of EG Projects and provided a platform for discussing media strategies for the EG Projects, particularly USAID's focus on developing US Government's image in Pakistan.

TRAININGS AND MENTORING – PUNJAB

LAHORE

TITLE	DATE	Participants			Outcome/Result
		Male	Female	Total	
Awareness Seminar for Female Mango Farm Owners: Mango MUAVAN Program	12 April 2010	0	10	10	Female mango growers were introduced to the FIRM's Mango MUAVAN project and educated about good agricultural practices that will

					help them achieve improvement in tree nutrition and pruning, post harvest care, packaging and irrigation.
Farmers Workshop	22 April 2010	10	0	10	This training event was held for potato farmers from Swat at PepsiCo's potato processing facility. The farmers were given a complete orientation on how the supply chain is managed at the PepsiCo plant.
ERT (Executive Round Table) Facilitator's Training	20 May 2010	5	3	8	This training helped prepare certain members of the FIRMS Project staff to conduct successful 'Round Tables' and identify and capture valuable internal resources for future use.
AID Project Training Lahore	24 May 2010	11	9	20	FIRMS Project Staff in Lahore learnt how to navigate the work-plan and extract necessary information from it as well as execute advanced functions such as budgeting.
Training of Inland Fisheries Baseline Survey Team	24 June 2010	15	1	16	The inland fisheries baseline survey team was equipped with detailed information regarding the baseline and consumer survey. The team members were briefed on the survey questionnaires, methodology, communication skills, ethics, and correct method of recording geographical data.

MULTAN

TITLE	DATE	Participants			Outcome/Result
		Male	Female	Total	
"A Successful Exhibition" Workshop	13 April 2010	0	9	9	Female entrepreneurs were educated on how to carry out successful exhibition of their products and imparted with the technical skills and know how required to create an exhibition booth of international standards. The training guided the participants through the entire process of conducting an exhibition including pre and post event planning, booth decoration and buyer communication techniques.
Gender Orientation/Needs Assessment of District Government Functionaries	25 May 2010	11	5	16	The event allowed for an analysis of the level of understanding about Gender Mainstreaming within public sector functionaries.
Gender Mainstreaming in Project Planning –Session #1 Multan DEDS	9 June 2010	18	3	21	The training helped to build capacity of government officials by educating them on how to mainstream gender in i) formulation ii) implementation and iii) monitoring and evaluation of government policies, plans, programs and projects in all areas of development.

Gender Mainstreaming in Project Planning –Session #2 Multan DEDS	22 June 2010	15	4	19	A checklist was prepared on issues that needed to be addressed regarding sexual harassment issues at government offices/workplaces in Multan district.
Mango Harvest and Post Harvest Handling Training- Lutfabad Fruit Farm/Introductory Meetings for Mango SSN	21 June 2010	70	5	75	This training helped enhance the capacity of farm owners, harvesters, extension workers, exporters and farm managers to harvest mangoes safely and clean and process them scientifically as per international best practices. This will improve mango shelf life and reduce post harvest losses. The participants were imparted with the necessary knowledge and skills related to harvest maturity indices, harvesting techniques, washing, de-sapping, and sorting of mangoes. Additionally, stakeholders were introduced to the FIRMS Project Mango Sector Support Network, detailing the benefits of memberships and the procedures for registration. As a result the project was able to collect information from several stakeholders based upon which the network will be built and implemented.
Mango Harvest and Post Harvest Handling Training- Surbuland Fruit Farm	22 June 2010	70	0	70	This training helped enhance the capacity of farm owners, harvesters, extension workers, exporters and farm managers to harvest mangoes safely and clean and process them scientifically as per international best practices. This will improve mango shelf life and reduce post harvest losses. The participants were imparted with the necessary knowledge and skills related to harvest maturity indices, harvesting techniques, washing, de-sapping, and sorting of mangoes.
Mango Harvest and Post Harvest Handling Training- Zarpak Horticulture Farm	23 June 2010	26	0	26	This training helped enhance the capacity of farm owners, harvesters, extension workers, exporters and farm managers to harvest mangoes safely and clean and process them scientifically as per international best practices. This will improve mango shelf life and reduce post harvest losses. The participants were imparted with the necessary knowledge and skills related to harvest maturity indices, harvesting techniques, washing, de-sapping, and sorting of mangoes.
Mango MUAVAN Program: Capacity Building for Technical Field Officers (TFO's)	24 June 2010	29	0	29	Progressive Mango Growers and their respective Technical Field Officers were educated about GLOBALG.A.P standard protocols, Hazard Analysis and Critical Control Points (HACCP), hygiene and documentation requirements related to the

					GLOBALG.A.P certification. The training will help ensure that the respective farm owners smoothly sail through the GLOBALG.A.P certification process.
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KHANEWAL

TITLE	DATE	Participants			Outcome/Result
		Male	Female	Total	
Mango Harvest and Post Harvest Handling Training- Abu Talib Farm	28 June 2010	28	0	28	This training helped enhance the capacity of farm owners, harvesters, extension workers, exporters and farm managers to harvest mangoes safely and clean and process them scientifically as per international best practices which will improve mango shelf life and reduce post harvest losses. The participants were imparted with the necessary knowledge and skills related to harvest maturity indices, harvesting techniques, washing, de-sapping, and sorting of mangoes.
Mango Harvest and Post Harvest Handling Training- Nasir Mehdi Farm	29 June 2010	78	0	78	This training helped enhance the capacity of farm owners, harvesters, extension workers, exporters and farm managers to harvest mangoes safely and clean and process them scientifically as per international best practices which will improve mango shelf life and reduce post harvest losses. The participants were imparted with the necessary knowledge and skills related to harvest maturity indices, harvesting techniques, washing, de-sapping, and sorting of mangoes.

RAHIM YAR KHAN

TITLE	DATE	Participants			Outcome/Result
		Male	Female	Total	
Mango Harvest and Post Harvest Handling Training- Leghari Fruit Farm/Introductory Meetings for Mango SSN	14 June 2010	97	0	97	This training helped enhance the capacity of farm owners, harvesters, extension workers, exporters and farm managers to harvest mangoes safely and clean and process them scientifically as per international best practices which will improve mango shelf life and reduce post harvest losses. The participants were imparted with the necessary knowledge and skills related to harvest maturity indices, harvesting techniques, washing, de-sapping, and sorting of

					mangoes. Additionally, stakeholders were introduced to the FIRMS Project Mango Sector Support Network, detailing the benefits of memberships and the procedures for registration. As a result the project was able to collect information from several stakeholders based upon which the network will be built and implemented.
Mango Harvest and Post Harvest Handling Training- Dhilon Agri Farm/Introductory Meetings for Mango SSN	15 June 2010	59	0	59	This training helped enhance the capacity of farm owners, harvesters, extension workers, exporters and farm managers to harvest mangoes safely and clean and process them scientifically as per international best practices which will improve mango shelf life and reduce post harvest losses. The participants were imparted with the necessary knowledge and skills related to harvest maturity indices, harvesting techniques, washing, de-sapping, and sorting of mangoes. Additionally, stakeholders were introduced to the FIRMS Project Mango Sector Support Network, detailing the benefits of memberships and the procedures for registration. As a result the project was able to collect information from several stakeholders based upon which the network will be built and implemented.
Mango Harvest and Post Harvest Handling Training- JDW Orchards/Introductory Meetings for Mango SSN	16 June 2010	46	0	46	This training helped enhance the capacity of farm owners, harvesters, extension workers, exporters and farm managers to harvest mangoes safely and clean and process them scientifically as per international best practices which will improve mango shelf life and reduce post harvest losses. The participants were imparted with the necessary knowledge and skills related to harvest maturity indices, harvesting techniques, washing, de-sapping, and sorting of mangoes. Additionally, stakeholders were introduced to the FIRMS Project Mango Sector Support Network, detailing the benefits of memberships and the procedures for registration. As a result the project was able to collect information from several stakeholders based upon which the network will be built and implemented.

BAHAWALPUR

TITLE	DATE	Participants			Outcome/Result
		Male	Female	Total	
Gender Orientation/Needs Assessment of District Government	26 May 2010	11	5	16	The event allowed for an analysis of the level of understanding about

Functionaries					Gender Mainstreaming within public sector functionaries.
Gender Mainstreaming in Project Planning –Session #1 Bahawalpur DEDS	10 June 2010	14	3	17	The training helped to build capacity of government officials by educating them on how to mainstream gender in i) formulation ii) implementation and iii) monitoring and evaluation of government policies, plans, programs and projects in all areas of development.
Gender Mainstreaming in Project Planning –Session #2 Bahawalpur DEDS	19 June 2010	11	1	12	A checklist was prepared on issues that need to be addressed regarding sexual harassment issues at government offices/workplaces in Bahawalpur district.

TRAININGS AND MENTORING – SINDH

KARACHI

TITLE	DATE	Participants			Outcome/Result
		Male	Female	Total	
"A Successful Exhibition" Workshop	8 April 2010	0	12	12	Female entrepreneurs were educated on how to carry out a successful exhibition of their products and imparted with the technical skills and know how required to create an exhibition booth of international standards. The training guided the participants through the entire process of conducting an exhibition including pre and post event planning, booth decoration and buyer communication techniques.
'Introduction to Fashion Design' Workshop	9 April 2010	6	8	14	Entrepreneurs were trained on developing US/European market-appropriate product lines and educated about color trends and international sizing. Additional technical training in the areas of quality and consistency, specifically focusing on the processes of pattern-making by both measurement and draping was also given to the participants.
Supporting Institutions Initiative - TA (Round 1) Meeting	21 June 2010	0	6	6	The training resulted in the capacity building of the Institute of Business Administration (IBA) Sukkur and Sardar Bahadur Khan University teams as part of the FIRMS Project Supporting Institutions (SI) Initiative.
Dawn International Travel and Tourism Show	9 May 2010	18	17	35	To promote tourism in the conflict-affected district of Swat, FIRMS Project supported Sarhad Tourism Corporation (STC), Gandhara Art & Culture Association (GACA) and Aik

					Hunar Aik Nagar (AHAN) in participating in the Dawn News International "Travel & Tourism Show" held for over 4000 spectators at the PC Hotel in Karachi.
Training of Inland Fisheries Baseline Survey Team	22 June 2010	15	0	15	The inland fisheries baseline survey team was equipped with detailed information regarding the baseline and consumer survey. The team members were briefed on the survey questionnaires, methodology, communication skills, ethics, and correct method of recording geographical data.

MIRPUR KHAS

TITLE	DATE	Participants			Outcome/Result
		Male	Female	Total	
Mango Harvest and Post Harvest Handling Training-Umer Boogeo Farm	27 May 2010	34	8	42	This training helped enhance the capacity of farm owners, harvesters, extension workers, exporters and farm managers to harvest mangoes safely and clean and process them scientifically as per international best practices which will improve shelf life and reduce post harvest losses. The participants were imparted with the necessary knowledge and skills related to harvest maturity indices, harvesting techniques, washing, de-sapping, and sorting of mangoes.
Mango Harvest and Post Harvest Handling Training-Anwar Ali Talpur Farm	29 May 2010	36	8	44	This training helped enhance the capacity of farm owners, harvesters, extension workers, exporters and farm managers to harvest mangoes safely and clean and process them scientifically as per international best practices which will improve mango shelf life and reduce post harvest losses. The participants were imparted with the necessary knowledge and skills related to harvest maturity indices, harvesting techniques, washing, de-sapping, and sorting of mangoes.

TANDO ALLAH YAR

TITLE	DATE	Participants			Outcome/Result
		Male	Female	Total	
Mango Harvest and Post Harvest Handling Training- Bachani Farms	31 May 2010	35	3	38	This training helped enhance the capacity of farm owners, harvesters, extension workers, exporters and farm managers to harvest mangoes safely and clean and process them scientifically as per international best practices which will improve shelf life and reduce post harvest losses. The participants were imparted with the

					necessary knowledge and skills related to harvest maturity indices, harvesting techniques, washing, de-sapping, and sorting of mangoes.
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NAWABSHAH

TITLE	DATE	Participants			Outcome/Result
		Male	Female	Total	
Mango Harvest and Post Harvest Handling Training- Murtaza Agricultural Farm	1 June 2010	30	0	30	This training helped enhance the capacity of farm owners, harvesters, extension workers, exporters and farm managers to harvest mangoes safely and clean and process them scientifically as per international best practices which will improve shelf life and reduce post harvest losses. The participants were imparted with the necessary knowledge and skills related to harvest maturity indices, harvesting techniques, washing, de-sapping, and sorting of mangoes.

TRAININGS AND MENTORING – KPK**SWAT**

TITLE	DATE	Participants			Outcome/Result
		Male	Female	Total	
Training on Potato Pre/Post Harvest Practices-Kalam	11 May 2010	36	0	36	Potato Growers from the Swat/Kalam region (particularly potato growers from Ushu and Matalan) were provided with the technical assistance that will enable them to supply chip stock potato to PepsiCo. This training focused specifically on the standards and specification required by PepsiCo pertaining to soil preparation, ridges preparation and sowing methodology.
Training on Potato Pre/Post Harvest Practices-Bahrain	12 May 2010	14	0	14	Potato Growers from the Swat/Kalam region (particularly potato growers from Mankial) were provided with the technical assistance that will enable them to supply chip stock potato to PepsiCo. This training focused specifically on the standards and specification required by PepsiCo pertaining to soil preparation, ridges preparation and sowing methodology.
Business Recovery Support Agreements (BRSA) Signing for Madyan Trout Farms	21 June 2010	18	1	19	The event served as a platform to discuss and validate the bill of quantities for the construction materials, operating equipment and production inputs required for Madyan Trout Fish Farmers with the farmers. A BRSA was signed with the

					Trout Fish Farms.
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MEETINGS⁸⁰

MEETINGS – NATIONAL

Meeting with	DATE	Purpose	Outcome/Result
Mr. Rana Shehzad, CEO, Business Support Fund, Ministry of Finance	28 September 2009	To explore areas in which BSF and the FIRMS Project could work together for facilitation of BDS provision. The CEO of BSF appraised FIRMS Project of the impending closure of his company. In view of this, agreement was reached that BSF will provide its client and BDS providers' database to the FIRMS Project.	Soft copies of the complete and comprehensive BDS providers' databases were received in a subsequent meeting at FIRMS Project Head Office. This was a list of all the clients that the Business Support fund facilitated over their approximately three years of existence.
Kathleen McDonald's meetings with stakeholders of the BDS sector	October – November 2009	To explore possibilities of establishing a BDS organization using the franchise model. This included meetings with BDS providers, SME clients, local franchisers and franchisees, lawyers, firms, etc. This organization will be a commercial entity, providing business development services to SMEs.	The business plan for BDServices™, the franchise organization, is being finalized by Kathleen McDonald.
DCA Expert Rob Teitelbaum met with various SMEs	4-12 December, 2009	The purpose of these meeting was to identify/assess the demand for loan financing as a prerequisite for introduction of DCA guarantee for commercial banks.	Feedback received from this meeting helped in borrower assessment for selected sectors to determine need and interest of SMEs. The SMEs discussed their financial constraints and the impediments they face in obtaining finance from commercial banks.
DCA Expert Rob Teitelbaum met with various associations (Fisheries/Tanneries/Marble/Dairy)	9-11 December, 2009	The purpose of these meetings was to assess the impediments to loan financing faced by associations.	A report was drafted on the DCA guarantee for commercial banks using feedback from these meetings.
Mr. Jon Eddy Abdullah, CEO, Telenor Pakistan	11 December 2009	To explore the possibility of a partnership with Telenor on various Commodity Pricing related products, benefiting our targeted sectors.	Telenor officials showed interest in the presentation given by the FIRMS Project team. A follow up workshop with the CEO of Telenor Pakistan along with their technical team was scheduled for January 2010 to discuss the partnership opportunity further and formalize it.
DCA Expert Rob Teitelbaum met with Mr. Ashraf Khan, head SME Banking, State Bank of Pakistan	11 December 2009	The meeting helped develop a clear understanding of the structural requirements and	Feedback received from this meeting helped in borrower assessment for selected sectors to determine the

⁸⁰ Include only high level meetings involving people in important or powerful positions from government or donor agencies at a more extreme or advanced level than usual.

		prudential regulations governing the implementation and design of the DCA initiative.	need and interest of SMEs and other stakeholders.
Meeting of Rob Teitelbaum with donors and DFIs such as Asian Development Bank (ADB), Pakistan Poverty Alleviation Fund (PPAF), World Bank (WB) and Additional Secretary Finance	13-16 December 2009	To draw inferences from the experiences of these organizations in the assessment of SME financing needs and to learn about the various schemes introduced by them to facilitate lending to this market segment.	During meetings with World Bank and Pakistan Poverty Alleviation Fund, various institutional and market related weaknesses were identified both on the supply side (financial institutions) and the demand side of SMEs. It was observed that market-strengthening exercises such as increasing financial literacy for SMEs and awareness about bank financing as a tool for business growth is important. Banks need to be made more sensitive to SME business needs and practices.
DCA Consultant Rob Teitelbaum met with stakeholders of the mango chain	16 December 2009	This activity was designed to provide information regarding access to finance for farmers and exporters of mangoes.	SME financing needs in the mango chain were assessed according to their business cycles. Feedback received from this meeting helped in borrower assessments for selected sectors to determine the needs and interests of SMEs and other stakeholders.
BDS Team met with Jehan Ara, CEO of Pakistan Software Houses Association (P@SHA) and Yusuf Jan, Chairman of P@SHA	23 December 2009	Various ideas were discussed which could be facilitated by FIRMS Project interventions. These included: developing a report on Pakistan's IT industry's competitiveness, IT HR need assessment report, various training needs such as legal, HR and marketing-related training courses, B2B web portal which will develop as a business development website for the IT industry, P@SHA tech index - measuring the overall performance of Pakistan's IT industry, and Women's Virtual Network job portal.	P@SHA has expressed consent to work with FIRMS Project and will be providing FIRMS Project briefs on the interventions suggested which will be incorporated into the FIRMS Project work plan. Follow-up meetings are planned with P@SHA representatives.
USAID FIRMS met Chairman Pakistan Fisheries Export Association, Progressive Dates Growers, CEO P@SHA and Chairman P@SHA	7 January, 2010	BDS team met with Faisal Iftakhar, Younas Sandeela, Yousaf Jan and Jahan Ara to lay the groundwork for an eco-conference with Telenor's technical and senior management and to engage these in a focus-group proposed by Telenor's CEO.	The stakeholders showed consent to be part of the eco-conference which was scheduled to be held in Telenor's head office in Islamabad.
USAID FIRMS met Executive Director, Management Association of Pakistan	28 January 2010	BDS Team met Executive Director, Management Association of Pakistan to identify areas of parallel with FIRMS and involve them in various capacity building initiatives.	MAP has agreed to work with FIRMS and will identify areas of collaboration with FIRMS.
FIRMS Project met stakeholders of	30 January	BDS Team met stakeholders of	Cattle colony Landhi has consented to

Landhi cattle colony	2010	Landhi cattle colony to identify potential areas of intervention.	work with FIRMS Project and will be sharing a pre-feasibility report of developing an alternate energy power generation and bio-gas plant.
FIRMS Project met TUSDEC	9 February 2010	Short-term consultant Kathleen McDonald met Ejaz Minhas of TUSDEC to match BDServices™ training needs with TUSDEC offerings.	TUSDEC is shortlisted as a potential training partner for BDServices™ trainings.
Secretary, Industries	11 February 2010	First steering committee meeting of the FIRMS Project and to brief the government on different components.	Progress to date was reviewed with the government and detailed presentation was given on the mango sector.
International Colored Gemstone Association's (ICA) Ambassador to Pakistan	12 February 2010	The purpose of the meeting was to discuss possible collaboration and develop a working relationship between ICA and FIRMS Project.	The meeting was concluded with an understanding to work together to organize events in Pakistan in which international buyers and sellers can participate. The importance of attending international trade fairs by Pakistani gems and jewelry traders and exporters was also stressed.
FIRMS Project meets Vice Chancellor, University of Veterinary and Animal Sciences, Lahore.	17 February 2010	Gabriel Pascual was hired by FIRMS Project to design a coherent three year dairy strategy. Gabriel Pascual along with two other FIRMS Project representative met Dr. Muhammad Nawaz, VC University of Veterinary and Animal Sciences, Lahore at the university's Pattoki campus.	Reasons for the low yield of Pakistani cattle and buffalos were discussed in detail in the meeting. The different courses offered by the university and their applicability in the dairy sector were also discussed. The importance of farm management was highlighted in the discussions; the VC said that a new farm management degree with business administration knowledge as well as animal science knowledge would be incorporated in the curriculum.
Joint Secretary, Exports, Ministry of Commerce	17 February 2010	To discuss functionality of recently introduced freight equalization scheme.	Major breakthrough was achieved as Ministry accepted proposal to modify scheme to include cost of freight for raw and semi-processed stones.
FIRMS Project meet IBA	18 February 2010	The agenda was to identify partners for training of BDServices™ board, staff and franchisees and evaluate their ability to deliver on our training requirements.	It was decided that the training services of IBA (Karachi) will be acquired for training of BDServices™ franchisees.
Secretaries, Interior and Board of Investment	25 February 2010	To brief the government on different components.	Agreed that detailed briefs would be provided to both the Ministries.
Dean, Lahore University of Management Sciences (LUMS)	2 March 2010	To discuss LUMS team engagement in integrating District Economic Development Strategies into provincial planning mechanism.	LUMS will utilize its inter-departmental strength and respond to requests for proposals.
FIRMS Project met Mr. Barry Primm & Dr. Ron Curtis from USAID	5 March 2010	Noaman Saeed and Saleem Ahmed from FIRMS Project met with Mr. Barry Primm & Dr. Ron Curtis from USAID to formulate a team of 4 technical experts to conduct a survey to gauge the acceptance of	The Commodity Import Program will give Pakistani importers better access to agricultural equipment and other related goods from the US.

		Commodity Import Program and give recommendations as to whether it can be implemented in Pakistan.	
FIRMS Project meets Afaq Ahmad Tiwana, Chief Executive Officer of Farmers Associates Pakistan (FAP)	22 March 2010	Short-term consultant Andrew Kaiser and BDS Administrative Assistant Rida Nasir met Afaq Ahmad in order to discuss potential partnerships.	FAP agreed to become implementation and resource partner.
FIRMS Project meets ESMEC (Entrepreneurship & Small and Medium Enterprise Centre)	24 March 2010	Short-term consultant Andrew Kaiser and BDS Liaison Javaria Ejaz discussed the possibility of FIRMS Project partnership with Entrepreneurship Small and Medium Enterprise Center Lahore on promoting Professional Community Initiative (now known as Sector Support Network).	It was discovered that presently ESMEC is not in operation. However, director ESMEC showed keen interest in PC initiative.
FIRMS Project met Social Enterprise and Development Centre (SEDC)	24 March 2010	Short-term consultant Andrew Kaiser and BDS Liaison Javaria Ejaz discuss the possibility of FIRMS partnership with SEDC Lahore on promoting Professional Community Initiative (now known as Sector Support Network).	SEDC is identified as potential implementation and resources partner for PCs.
Meeting with large scale buyers regarding Telenor's grading booklet	24-25 March 2010	FIRMS Project held meetings with large scale buyers of fresh fruits and vegetables, with an aim to get their opinion on the contents of the grading booklet developed by Telenor Pakistan, and its applicability to the operations of these buyers and to get an idea of the quality standards observed by these brands.	The input from these large scale brands will assist the efforts by FIRMS Project to further refine the grading booklet to ensure relevance to the major players in the food industry in Pakistan.
Joint Secretary, Exports, Ministry of Commerce	26 March 2010	To highlight the importance of streamlining efficient business process for freight equalization scheme so that intended beneficiaries fully utilize the incentives.	FIRMS Project to help Ministry of Commerce in business process for freight equalization scheme and other area of business process engineering.
All Pakistan Fruit and Vegetable Exporters (APFVA), Importers and Merchants Association	14 April 2010	The purpose was to highlight FIRMS Project's initiatives and future plans for the development of Pakistan's mango sector.	Mr. Waheed Ahmad- Chairman PFVA, appreciated the initiatives presented by FIRMS Project and promised to work in close collaboration and give his support. It was also agreed that a focus group will be constituted at the association level which will conduct a series of discussion sessions with the FIRMS Project in order to develop concrete strategies for the mango sector.
Agriculture Development and Diversification Project (ADDP)	16 April 2010	FIRMS Project met representatives of ADDP which comes under the Ministry of Food and Agriculture to explore avenues	Technical Field Officers were hired for numerous farms who would strive to achieve GLOBALG.A.P certification.

		of possible collaboration. A set of interviews were also conducted in collaboration with ADDP to hire technical field officers for FIRMS Project.	
Australian Support Linkage Program (ASLP)	18 April 2010	FIRMS Project met representatives of ASLP to find out about their initiatives and activities in the field of horticulture.	This meeting was done to share information about the mutual activities of both parties and see if there is any duplication of work and if so, to avoid it.
Fruit and Vegetable Association	26 April 2010	FIRMS Project's representative met Chairman Fruit and Vegetable Association, Waheed Ahmad to further strengthen the current association/collaboration with them and discuss increased collaboration for the future.	The buyer-seller meeting to be held under the umbrella of Mango MUAVAN Program was also discussed in detail with the chairman. The chairman said that the association would help FIRMS Project in any way possible and was enthusiastic about the buyer-seller conference.
SSN Introductory Meetings with Mango Stakeholders	14-16 June 2010 & 22 June 2010	SSN concept was shared with stakeholders during four on-farm training events (3 in Rahim Yar Khan and 1 in Multan) conducted by PSD. The purpose was to gauge the participant interest in SSN and to find out topics of mutual interest.	105 stakeholders expressed interest in joining SSN.
Franchise Expert, Ms. Kathleen MacDonald attended South Punjab SME Expo 2009	13-14 November 2010	To meet women entrepreneurs, assess their BDS requirements, and find out what channels of service provision they have been availing to fulfill their BDS needs.	It was learned that most women entrepreneurs had started their businesses informally and were primarily working from home. For business development services access they are primarily dependent on women's chambers, government departments, and NGOs. All were enthusiastic about having participated in the expo and had plans to expand into exports.

MEETINGS – KPK

Meeting with	DATE	Purpose	Outcome/Result
PaRRSA	5 March 2010	To discuss a quick response by USAID Projects to the immediate needs identified by PaRRSA for Malakand Division.	A joint working group of all projects has been established to draw up a plan.
PaRRSA	11 March 2010	To coordinate the FIRMS Project activities with other USAID Projects and to identify the specific role that each Project is likely to perform so that a coordinated response to PaRRSA's needs can be developed.	Arrangements proposed by FIRMS Project to serve as a secretariat for the effort was accepted,
PaRRSA	30 March 2010	To reach agreement on the specific assistance to be	Agreement reached and concept papers on three support products-

		provided to the agency by FIRMS Project for institutional capacity building and the design of the Grants Program for the SMEs in Malakand.	physical reconstruction, working capital/equity support grants and access to capital markets- sent to the agency.
Government of KPK	28 April 2010	To discuss economic reform assistance.	The KPK government has expressed the requirement for further technical assistance from USAID/Pakistan for designing an economic reform framework and its implementation. This was discussed with representatives of the Government of Khyber Pakhtunkhwa (KPK) during a pre-budget seminar held in Peshawar. The FIRMS Project team gave a detailed presentation and proposed reforms that can assist in creating a more conducive business environment in the institutional, regulatory, service delivery, and fiscal domains.
Owners of Swat Trout Fish Farms, PaRRSA, and USAID	26 May 2010	To share FIRMS Rehabilitation Program with the Swat trout fishery farms owners.	This was a joint meeting where the business rehabilitation plans were discussed with fish farm owners.
Pre-Bid Conference for Grants Making Institutions on Request for Applications (RFA)	28 May 2010	To discuss and explain what is required from potential prime grantees in RFA.	Better understanding of potential prime grantees regarding RFA requirements.
PaRRSA, USAID Peshawar and Islamabad	01 June 2010	To discuss the FIRMS Project District Economic Development Strategy and Malakand Rehabilitation Plan.	PaRRSA was briefed on the different initiatives of the FIRMS Project and decisions were made for replicating best practices in Malakand.
PaRRSA, USAID Peshawar and Islamabad	29 June 2010	To discuss an update on FIRMS Malakand Program including Grants Component, Fisheries and Tourism Sectors identified for Malakand Division.	PaRRSA and USAID were briefed on the progress made on the FIRMS Project Malakand Program. The progress achieved on the decisions made in earlier meetings was also discussed.

PESHAWAR

Meeting with	DATE	Purpose	Outcome/Result
Additional Chief Secretary KPK Government, Mr. Ghulam Dastagir	24 December 2009	Initial meeting with the KPK Government to introduce the FIRMS Project and develop an understanding of the challenges being faced by the provincial government.	Government of KPK expressed an interest in working with the FIRMS Project in the future. It was also agreed that an MoU will be signed between FIRMS and the Government of KPK.
Director Projects Planning & Implementation, Planning & Development KPK, Dr. Asad Ali Khan	24 December 2009	To identify various possibilities of interventions in the province and develop consensus on the general approach to developing District Economic Development Strategies.	It was agreed that P&D KPK will identify three priority districts for the District Economic Development Strategy initiative.
Secretary Industries, KPK Government Mr. Jamil Ahmed	24 December 2009	Provide a brief overview of FIRMS activities and share the list of priority sectors.	Consensus developed on the importance of identified sectors in the FIRMS Project target districts
Secretary of Mines and Minerals, KPK Government, Mr. Usman Ali Marwat	24 December 2009	To introduce the mandate of the FIRMS Project and develop	Agreement on the need for institutional and regulatory reforms

		a broad understanding of the regulatory regime.	in the mineral sector
Mr. Qasim Khan CEO Peshawar Electric Supply Corporation (PESCO)	24 December 2009	To discuss implementation issues related to the power needs of the Buner marble sector and ways to improve power supply.	The CEO indicated that the Daggar Grid Station work was proceeding on schedule. However, full and uninterrupted power supply to Buner marble sector could only be assured by putting up a separate grid station at Salarzai. It was agreed that the FIRMS Project would explore the possibility of locating funds for the project.
Planning and Development Department (P&D) KPK	13 January 2010	To share an update on planned BEE component's interventions, including the District Economic Development Strategies, list of priority sectors identified.	Peshawar and Swat, proposed in the initial meeting with the Additional Chief Secretary; district Charsadda was also proposed by the Provincial Government for inclusion as one of the first three districts for the preparation of the District Economic Development Strategies.
Secretary Mines & Minerals Department, KPK	14 January 2010	To discuss possible areas of support to the Mines & Minerals Department, KPK. Specifically the potential for reforms in the provincial mining policy and concessions.	It was agreed that FIRMS Project would provide the department support to review and draft provincial mining policy along the lines of international best practices.

MEETINGS – PUNJAB

MULTAN

Meeting with	DATE	Purpose	Outcome/Result
The District Coordination Officer, Mr. Khurram Agha	7 December 2009	To develop scopes of work for specific personnel and experts to be engaged for the District Economic Development Strategy initiative.	Draft scopes of work for the team of experts developed.
South Punjab Women's Chamber of Commerce and Industry (SPWCCI) and FIRMS Project Relationship-building Meeting	16 March 2010	Representatives of the Gender and BDS team, consultants Halle Butvin and Tosheeba Sarwar, and members of the South Punjab Women's Chamber of Commerce and Industry met in Multan to discuss FIRMS Project initiatives in progress (Market Readiness Program, BDS Apprenticeship/Internship Program and Supporting Institutions Initiative), SPWCCI's future plans, common areas where SPWCCI and FIRMS can collaborate, FIRMS requirement for working with SPWCCI as an organization (engaging members beyond SPWCCI President) and protocol for communications between FIRMS and SPWCCI.	SPWCCI was interested solely in financial assistance to pay overhead operating costs and attending international exhibitions.

Key government functionaries including Executive District Officers, District Officers and Deputy District Officers	25 May 2010	To analyze the level of understanding about Gender Mainstreaming in public sector functionaries.	On the basis of this assessment three days training module was developed.
Meeting with Multan Mango Growers Association President Mr. Muzzafar Khakwani along with other members of the association.	18 June 2010	To discuss issues pertaining to mango sector (post harvest losses, grading, financing, and on farm infrastructure facility), specifically focused on value added products of mangoes.	Unavailability of finance in shape of soft loans remains a big problem for farmers who wish to invest in value added products of mango to increase their share in international market for value added products. Mango producing countries especially India (that has similar temperate, varieties and problems of production as Pakistan') remains a big challenge for Pakistan mango sector as it occupies a big share in international market for mango value added products.

LAHORE

Meeting with	DATE	Purpose	Outcome/Result
USAID Pakistan FIRMS Project meets Secretary Agriculture Arif Nadeem	7 January 2010	Arif Nadeem, Secretary Agriculture, Government of Punjab and FIRMS Project discussed the possibilities for developing reform policies for Agriculture Extension Services, Fruit and Vegetable Development Project, Punjab Farmers Feed Project, Agriculture Marketing Information System and other related projects.	There was a consensus that these initiatives would improve the provision of agricultural services in Punjab, leading to accelerated economic growth.
Secretary, Agriculture	26 January 2010	To explore areas of assistance to be provided to the Department of Agriculture	FIRMS Project to give technical assistance to the Department of Agriculture to design an appropriate policy and regulatory framework, which supports a productive, private-sector driven agricultural market.
Bill McD Stevensons-General Manager Extension, Pakistan Dairy Development Company (PDDC)	18 February 2010	FIRMS Project's hired Dairy sector expert Mr. Gabriel Pascual. Mr. Pascual along with one other FIRMS Project representative met Bill McD Stevensons- General Manager, PDDC.	In an attempt to identify the weakest links in the value chain of milk, the interviewee informed that Pakistan's biggest problem is a shortage of high yield animals. Enhanced yield per head through cross breeding and high nutrition diet are both possible answers to this problem. Both parties agreed that the dairy development strategy should include these methods.
FIRMS Project meets Secretary Livestock Punjab	14 March 2010	Dairy Expert Gabriel Pascual along with two other FIRMS Project representatives met Secretary Livestock Punjab to inform the Punjab Government of FIRMS Project's intention to help the Dairy Sector.	Secretary Livestock Punjab appreciated FIRMS Project for recognizing dairy sector as one of its priority sectors and gave a briefing on Punjab Government's initiatives and plans in the Dairy Sector. The supply and demand of dairy products, their current production, peak capacity and export potential was discussed in

			detail in the meeting. FIRMS Project's representatives informed the Secretary of FIRMS Project's plans of possible interventions in the dairy sector. The Secretary extended cooperation on behalf of the Punjab Government's Department of Livestock and welcomed possible future collaboration between FIRMS Project and the Punjab Government.
Chairman Pakistan Gems and Jewelry Development Company (PGJDC) and directors of PGJDC.	10 March 2010	The purpose of the meeting was to discuss possible collaboration and develop a working relationship between Pakistan Gems and Jewelry Development Company (PGJDC) and FIRMS Project.	The meeting was concluded with the drafting a Memorandum of Understanding (MoU) to work for the development of Gems and Jewelry Sector with focus on marketing and branding, standards and certification, and a greater integration of women into the sector value chain.
Lahore Chamber of Commerce	30 March 2010	To enlist support of Chamber to attract investment in Swat District.	The Chamber agreed to hold a Swat Investment Conference with FIRMS Project playing a facilitating role.
Meeting with Metro to discuss possibilities of trial shipment	17 May 2010	Metro appreciated FIRMS Project's initiative for infrastructure up-gradation,	Metro has shown their willingness to work with FIRMS Project to export Pakistani mangoes to the mainstream European market. However, Metro will not be taking part in any sea shipment this year as it is impossible to meet the buyers' requirements due to the lack of on-farm infrastructure.
Dr. Naeem Khan, Dean Punjab University	2 June 2010	To introduce FIRMS Project and to get overview of sector and research projects undertaken by Punjab University.	Obtained verbal agreement to support design and implementation of strategy developed by FIRMS Project.
Meeting with Mr. Muddassar Amin, Value Chain Manager, METRO Cash & Carry	7 June 2010	To discuss possibilities of export market for Pakistani dried mangoes slices and to discuss possible areas for collaboration with Metro in future activities with respect to dried mango slices marketing and export in local and international market.	Metro discussed quality standards and sanitary requirements for dried and other processed products that can help Pakistani products get access in international market. Metro appreciates FIRMS Project's initiative in dried mango industry and is willing to collaborate provided their quality and sanitary requirements are met.
Meeting with Dr. Babar Ehsan at Pakistan Horticulture Development & Export Company (PHDEC).	8 June 2010	To get information on mango production and harvest practices in Pakistan and to discuss potential for dried mango production in Pakistan and export potential for the same in international market.	Dried mango consultant gained a better understanding of existing operations in agro-processing facilities established by Government of Pakistan and some of the challenges that would hinder production of export quality dehydrated mangoes.
Meeting with Dr. Fayyaz Ahmad, Food technologist and owner of Eco Products - Agri Biotech Industries.	9 June 2010	To get inputs from Dr, Fayyaz Ahmad on mango processing techniques including de-hydration processes, peeling of mangoes, pretreatment of mangoes and sanitary measures that are practiced in his factory.	Dried mango consultant - Mr. Valentine - visited Eco Products food processing facility located near Thokar Niaz Baig, Lahore to get insight on food processing techniques and machineries used in the processing unit for de-hydration.
Meeting with Dr. Babar Ehsan Bajwa, Ayoob Agriculture Research Institute	10 June 2010	To visit Post Harvest Research Institute of Ayoob Agriculture	In the meeting the characteristics of ripe mangoes and the various

(ARRI) Faisalabad.		Research Institute and to touch base with food technologists that are currently involved in new product development activities included dehydrated mango slices.	diseases that affect mangoes were discussed in detail. Mr. Valentine visited the research labs and processing unit set by ARRI for research purposes and observed the process of extracting mango pulp.
Meeting with Mr. Husnain, Financial Officer, SMEDA	11 June 2010	To discuss financial aspects and flow charts for pre feasibility study on dried mangoes.	Representatives of SMEDA were reluctant in sharing information with FIRMS Project team and could not contribute much to provide guidelines for completing this task.
Meeting with Ms. Rabia Sultan, female mango grower, Lahore	14 June 2010	To discuss possibilities of employing more women in dried mango production.	Ms. Sultan shared with mango team the details of on farm harvesting techniques practiced on her farm. She also highlighted the important role of contractor, as a middle man, for harvesting purposes on women owned farms particularly.
Stephane Maurier, VP Marketing & Sourcing, Hyperstar	24 June 2010	To introduce FIRMS Project and to sensitize them about the fish production in Sindh, with an aim to create a market linkage of the fish producers with up-scale markets such as Hyperstar.	Obtained useful insights into the sourcing and pricing systems of Hyperstar. They showed interest in sourcing fish from FIRMS Project facilitated farms, though it was indicated that initially the volume of fish may be small and can later be scaled up once they open more stores in Pakistan.
Secretary Agriculture	17 June 2010	To present findings on Agri Marketing Reform, reform policies for Agriculture Extension Services, Fruit and Vegetable Development Project, Punjab Farmers Feed Project, Agriculture Marketing Information System and other related projects.	The FIRMS Project's team briefed the Secretary on the distortions in the existing regulatory and institutional system. An agreement was reached between the FIRMS Project and the agriculture department to incorporate the proposals put forth by the FIRMS Project in a new draft law. This draft is currently under deliberation in provincial assembly.

BAHAWLPUR

Meeting with	DATE	Purpose	Outcome/Result
Key government functionaries including Executive District Officers, District Officers and Deputy District Officers	26 May 2010	To analyze the level of understanding about Gender Mainstreaming in public sector functionaries.	On the basis of assessment three days training module was developed.
District Coordination Officer (DCO) Bahawalpur, Dr. Naeem Rauf	27 October 2010	To develop scopes of work for specific personnel and experts to be engaged for the District Economic Development Strategy initiative.	Draft scopes of work for the team of experts were developed.

MEETINGS – SIND

Meeting with	DATE	Purpose	Outcome/Result
USAID	18 May 2010	To give presentation on agricultural marketing review	Presentations on the agricultural marketing framework review were

		framework	given to the representatives of USAID's Economic Growth and Agriculture Offices by the FIRMS Project team. The presentations were followed by a discussion on the likelihood of the reviewed and modified legislation being promulgated as part of the provincial governments' latest reform efforts. The project team informed the participants of the provincial governments' interest and close monitoring, which implies their commitment to the reform agenda and successful passage of the legislation.
Government of Sindh. (The provincial government was represented by the Special Secretary of Finance and the Secretary of Agriculture.)	14 June 2010	To present findings on agri-marketing reforms to the Government of Sind.	The FIRMS Project's team briefed the Sind government on the distortions in the existing regulatory and institutional system. An agreement was reached between the FIRMS Project and the agriculture department to incorporate the proposals put forth by the FIRMS Project in a new draft law. This draft is currently under deliberation in Sind provincial assembly; a similar draft is being finalized in Punjab. The provincial government functionaries also expressed their desire for the FIRMS Project to assist in development of subsidiary regulations and institutional structures to implement the new law.

KARACHI

Meeting with	DATE	Purpose	Outcome/Result
Mineral Sector Consultant at Trade Development Authority of Pakistan (TDAP), Dr. Sajid Hussain	7 December 2009	Gather update on the current status of the National Mineral Policy and its enactment.	Copy of the National Mineral Policy 1995 was acquired, while Mr. Sajid Hussain also informed the BEE team of a recently constituted committee of the Planning Commission working on recommendations for reform.
The Director General Mines & Minerals Department, Mr. Abdul Nabi Memon	8 December 2009	To introduce the FIRMS Project and gather preliminary information on the mining concessions and the regulatory body.	A copy of the mining concessions for Sindh 2002 was acquired.
Chairman Pakistan Gems and Jewelry Development Company (PGJDC) and directors of PGJDC.	18 February 2010	The purpose of the meeting was to discuss possible collaboration and develop a working relationship between various associations/entities working for the development of Pakistan Gems and Jewelry Sector and FIRMS Project.	The meeting was concluded with an agreement to continue working together to identify major areas for intervention in the Gems and Jewelry sector and devising strategies to increase market linkages.
Women entrepreneurs for Gems and Jewelry	18 February 2010	The purpose of the meeting was to discuss possible avenues for more women integration in Pakistan gems	The meeting was concluded with an understanding to work together to identify initiatives and its possible implementation to encourage women

		and jewelry sector and develop a working relationship between potential women entrepreneurs and FIRMS Project.	participation in the Pakistan gems and jewelry sector.
Special Secretary, Finance	18 February 2010	To brief Sind Government of overall goals of the project.	Agreement reached to immediately start formulating District Economic Develop Strategies for Sukkur and Larkana. FIRMS Project to give technical assistance to the Department of Agriculture to design an appropriate policy and regulatory framework, which supports a productive, private-sector driven agricultural market.
Chairman Pakistan Leather Garments Manufacturers and Exporters Association (PLGMEA)	4 March 2010	FIRMS Project's representative met Chairman PLGMEA to assess their development needs and share their experiences in earlier attempts to do the same with our without donor assistance.	During the meetings various institutional and market related weaknesses were identified both on supply and demand sides. It was observed that the stakeholders were weary of over-emphasis on strategy and that not enough was being delivered on ground. The stakeholders were of the view that rather than looking for grand plans and strategies, FIRMS Project should focus on small interventions which could bear fruit for them in the short run and during project duration. Two general areas of interventions identified were workforce development and marketing. Need for capacity building for fashion design and aggressive brand building campaigns were also stressed upon.
Star Denim Factory	11 March 2010	To assess their system and productivity enhancement methodologies that may be adopted by leather garments factories.	The production management system to enhance productivity in Star Denim can be applied to a manufacturing unit of leather goods. The greater employment of women in the factory can also be replicated in leather factories as they tend to do neater work.
National Institute of Leather Technology (NILT)	15 March 2010	FIRMS Project visits National Institute of Leather Technology - Mr. James Parchman (leather sector consultant) and three other FIRMS Project representatives visited this institute to build consensus for the revival of NILT. Several recommendations were taken into consideration and included in the strategy report upon further refinement.	NILT has been working for the last 12 years but currently facing serious problems in operating. They have lack of financial and technical expertise, HR problems and face changing attitudes from leather garments factories. The positive side is that they have a good infrastructure and availability of all kinds of equipments/machineries. It was learnt that NILT has officially requested TDAP to take over the institute due to current lack of funds.
Pakistan Gems and Jewelry Development Company (PGJDC)	5 May 2010	FIRMS Project met senior representatives from PGJDC to discuss the modalities of the MoU signed earlier in the week.	The focus of the meeting was to discuss possible partnership for the Gems and Jewelry show to be held in Karachi. Opportunities for the Gems and Jewelry industry for Swat region and training needs for female

			workforce across the sector were also discussed.
Faisal Iftikhar, Chairman Pakistan Fisheries Exporters Association	4 June 2010	To introduce FIRMS Project and to get overview of sector and key contacts. Also to discuss the challenges faced by the inland fisheries sector across the value chain. Another purpose was to get an insight into the exports and imports of the fisheries sector in Pakistan.	Obtained useful insight about the imports/ exports and international trade scenario of fisheries sector in Pakistan. Useful insight into the gaps existing in the fisheries value chain in Sind was also obtained. Also got verbal agreement to support design and implementation of strategy developed by FIRMS Project.
Mr. Muhammad Alam, CEO Dilshad Fish Farms & Member BOD Fisheries Development Board	5 June 2010	To introduce FIRMS Project and to get overview of sector, key contacts and related reports. Also to discuss the challenges faced by the inland fisheries sector across the value chain.	Obtained useful insight into the gaps existing in the fisheries value chain in Sind. Also got verbal agreement to support design and implementation of strategy developed by FIRMS Project.
Meeting with woman farmers/ growers Mirpur Khas: Ms. Najma Lashari, Ms. Rukhsana Usman, Ms. Sumaira Baloch, Ms. Latifa Abdulstaar, Ms. Asma M. Mulazim, and Ms. Shameem Jundu.	24 June 2010	To meet with women mango growers/farmers who are directly and indirectly involved in agriculture activities and to discuss various challenges including cultural barriers, market system, and role of contractor from farm to market, faced by women farmers.	Women are involved in agricultural practices but women employed on the farm are not trained. Hence they follow traditional methods of harvesting. An important need of women growers/laborers is a capacity building training on mango harvesting techniques. This training should focus on demonstration of physical work involved in harvesting process.
Meeting with Director Horticulture Research Institute, Mirpur Khas BBSYD	24 June 2010	To visit different departments of this institute including Food Technology department that provides the students different skill development trainings programs including mango value added products. Also visited their dehydration facility and mango pulp plant unit.	Women trained under BBSYD program are getting training classes in this institute. The training duration is 4 months, comprises different skill development trainings programs. This institute is providing services to create linkages between markets and skill labor to cater to their professional needs.
Meeting with Mr. Adeel Khan from Quality Management Systems (QMS)	25 June 2010	To get inputs from mango exports and potential for dried mango. Also to discuss food quality control department requirements for dehydrated products.	Europe, Holland, Canada and UK are the potential markets for exports of dehydrated mangoes. Export of dehydrated mangoes will be more suitable in retail compared to bulk exports of dehydrated mangoes. For export market, nutrition analysis is a major requirement. India is using low quality mango for dehydration purposes and mango pulp production to reduce their cost of production in value added products of mango.
Meeting with Mr. Chandan Kumar Khatri, Director, PPH Business Enterprises.	26 June 2010	To discuss constraints on mango export, the quality and varieties of mangoes available in markets and their grading system.	Grade 'C' and 'D' of mango would be suitable for drying purposes. C and D grade mangoes can be made available from farmers directly or can be bought from contractors but that would make a significant difference in price of final product. Growers normally sale their c and d grade mango at price 5 to 7 Rs per Kg whereas buying from contractor will

increase the cost of production for dehydrated mangoes.

SUKKUR

Meeting with	DATE	Purpose	Outcome/Result
Hafiz Abdul Haleem Memon	27 May, 2010	To see a training institute for women working in the Dates sector.	The FIRMS Project was able to see women involved in home-based production of value-added date products like Date <i>halwa</i> and Date pickles.
Registro Italiano Navale (RINA)	29 May 2010	RINA is an accreditation body that audits business facilities, products, packaging, quality and hygiene and provides various certifications to companies on the basis of the audits.	The FIRMS Project received a deeper insight into the process and procedures that must be followed to bring dates processors up to the hygiene and operational conditions required by international standards.
Armine Merwanji, owner Gilano Trading Company	31 May 2010	FIRMS Project met with Mrs. Armine Merwanji, owner of Gilano Trading Company and one of the few female date manufacturers and exporters, to discuss problems faced by women in the dates sector and what can be done to solve these problems.	Major areas highlighted were educating and training female workers in all areas relevant to date production and manufacturing to increase output, quality, sales and incomes, creating market linkages with local and international buyers, create awareness and increase exposure through proper marketing, one-on-one discussions with female workers, documentary and international trips to trade fairs.
Elegance International and President of Anjuman - e - Tajiraan Khajoor - o - Anaaj Mandi Khairpur (Dates and Wheat Traders' Association)	7 June 2010	The FIRMS Project met with Mrs. Shabnam Zaffar, Managing Director of Elegance International (Date Exporters) and Mr. Bashir Chaudhry, President of Anjuman - e - Tajiraan Khajoor - o - Anaaj Mandi Khairpur (Dates and Wheat Traders' Association) to discuss problems faced by exporters and women in the dates sector and what can be done to solve these problems.	This meeting helped the FIRMS Project study the export side of the dates businesses in Pakistan more closely. An urgent need for creating market linkages with local and international buyers was understood by the FIRMS Project team.
Meeting with District Govt Sukkur	20 April 2010	To identify areas of special focus for partnership with FIRMS Project.	Senior project representatives held a consultative meeting with DCO Sukkur which identified areas of focus including municipal services. The local administration also designated a focal person to coordinate this effort from the government's side. These steps were taken in advance of the District Economic Development Strategy for Sind set to begin in mid-May.
Consultative Meeting with District Government Khairpur, Sindh Board of Investment and Other Associations	26 May 2010	This meeting served the important purpose of getting acquainted with all the major government and private associations already involved in the date sector in Sukkur and Khairpur. It helped FIRMS Project closely understand the	Intervention strategies and work plan developed keeping in mind requirements of the industry and avoiding duplication of efforts. Dates sector work plan currently under implementation synergizes and complements efforts already underway in the dates sector.

value-chain, build relations with associations and individuals operating in the date sector and properly plan intervention strategies.

LARKANA

Meeting with	DATE	Purpose	Outcome/Result
Meeting with District Government, Larkana	21 April 2010	To discuss modalities of District Economic Development Strategy Larkana.	District Coordination Officer (DCO) for Larkana district, Syed Hassan Naqvi met with FIRMS Project team to discuss modalities of District Economic Development Strategy formulation process. The activity is scheduled to start by mid-May. The DCO was also apprised of the work being initiated by FIRMS Project on the agricultural marketing framework reform for Sind. The DCO requested that special focus may be given on drafting a roadmap for improvement in the municipal services and the revamping of the Rice Research Institute in district Larkana.
Allah Din Bhutto, Fish Farm Owner, Larkana	8 June 2010	To introduce FIRMS Project and to get overview of sector, key contacts and related reports. Also to discuss the challenges faced by the inland fisheries sector across the value chain.	Obtained useful insight into the gaps existing in the fisheries value chain in Sind. Also got verbal agreement to support design and implementation of strategy developed by FIRMS Project



USAID | PAKISTAN

FROM THE AMERICAN PEOPLE

SUCCESS STORY Building Bridges

Despite initial resistance, USAID managed to get rival groups of mango farmers engaged in dialogue, encouraging collaboration that will bring success to both parties.



Photo by Hayya Ahmed

USAID is helping mango farmers in Multan and throughout Pakistan ready their product for export to lucrative markets in the Middle East, Europe, and the United States, making sure that each fruit reaches its destination fresh, healthy, and without bugs or blemishes. USAID can now also help farmers create high-value mango products such as jams and chutneys, dried and quick-frozen mangoes, and even beauty products that will greatly increase revenues generated from the Pakistani mango sector.

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Multan, a region in central Pakistan, produces large volumes of mangoes, including the *Chaunsa*, perhaps the world's sweetest variety. However, few people outside the country have had the pleasure of eating a Pakistani mango. Farmers and exporters in the country have not met necessary export standards or streamlined the farm-to-market supply chain so they can provide foreign supermarkets with consistently high-quality fruit. The mango industry needs greater coordination and collaboration to communicate its needs to the government and understand the competitive challenges it faces.

USAID identified mango as a priority sector for Pakistan and understood that forging closer collaboration between the Progressive Mango Growers Association and the Mango Growers Association of Pakistan would enable the industry to flourish. USAID convinced these associations to mobilize their resources on vital issues such as Global Gap certification, improving production quality and consistency, post-harvest handling, cold chain infrastructure, packaging, and other issues essential to export success. Along with these two key associations, USAID is also working with the Punjab Ministry of Agriculture, the Pakistan Horticulture Development and Export Board, Punjab Agrimarketing Company, and other Pakistani institutions to make Pakistani mangoes a force in supermarket chains around the world.

"We are committed to supporting this industry in Pakistan and mango farmers across the board," stated USAID's representative on the project. "All mango farmers must be involved for that to work, and I believe both associations now see the value of joining forces to make the industry succeed."

A flourishing mango sector will also provide much-needed jobs for Pakistani workers, generate income for rural populations, improve economic stability, and finally allow the rest of the world to have a taste of the exceptional *Chaunsa* and *Sindiri* mangoes, the pride of Pakistan.



USAID | PAKISTAN

FROM THE AMERICAN PEOPLE

SUCCESS STORY

Changing Tides

The Spouse Appreciation Program recognizes the positive significance of supportive husbands in the success of female entrepreneurship in Pakistan.



Photo by Haroon Shuaib

Amna's daughters watching their mother making pickles.

USAID has formed a partnership with the South Punjab Women Chambers of Commerce and Industry (SPWCCI) to enable women's economic participation and empowerment in this region of Pakistan. This collaboration is a trendsetter for cooperative partnership as it utilizes and strengthens an effective local institution in the country.

Amna Ahmed and her husband Iftikhar walk to the registration desk at the Spouse Appreciation Event, an occasion organized by South Punjab Women Chambers of Commerce and Industry (SPWCCI) and USAID in Multan, Pakistan. She self-assuredly puts her name on the sign-in sheet as the Managing Director of I. A. Khan Enterprises. Iftikhar, employed by the company as Marketing Manager, follows her with a contented smile. "It is his faith in me that lets me take center stage. We have worked together to make this business a success," Amna states. Her business began as a modest start-up, but today is a leading producer of tangy pickles and the *Multani Sohan Halwa*, a local Pakistani dessert. This home-based enterprise is established as a market leader in Multan, and the dynamic duo is also exhibiting their produce at national trade fairs and expos.

This scenario is different from the dynamic that men and women customarily experience in most regions of Pakistan. Only a few venture into the economic mainstream and actively contribute to Pakistan's economic growth. The World Bank Gender Profile of Pakistan highlights the fact that the status of women in Pakistan is among the lowest in the world. This means, among other things, that vast economic potential remains untapped.

SPWCCI and USAID launched the Spouse Appreciation Program, a social forum unlike any other that directly addresses the traditional notion of women's confinement to the household. The fundamental thought behind this forum is to publically acknowledge that fact that women in Pakistan have the capability to run successful enterprises and to realize this potential they need encouragement and support of their male family members. Appreciating positive examples of supportive husbands will inspire more men to encourage their wives to actively pursue entrepreneurial ventures.

"This initiative is inspiring other men to follow our example," said a delighted Shuaib, one of the award winning husbands. The first in a series of events was organized in Multan, where 10 couples were rewarded for being role models within the Multan business community. The program has received extensive media coverage and is setting precedents that should diminish the stigma associated with women-led businesses.

USAID/Pakistan strives to ensure that its economic activities and interventions are gender-inclusive. USAID is introducing various initiatives in collaboration with local public and private institutions across Pakistan to create an enabling environment for women and encourage them to become an active part of the economic mainstream.



USAID | PAKISTAN

FROM THE AMERICAN PEOPLE

SUCCESS STORY

Growing Gold on Trees

USAID trains mango farmers in Pakistan on modern methods to save money and increase exports



Photo Credit:
USAID/Pakistan FIRMS Project

After receiving USAID's training, Sarfaraz Bhatti shares his knowledge with the members of his farm team.

The Muavan Mango Program conducts trainings on all stages of the crop cycle for the benefit of the farmers, ranging from pre- to post-harvest and pest management to fertilizer application and marketing. The trainings are scheduled according to the seasonal requirements of the mango orchards for maximum effectiveness.

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In 2008, Pakistan produced one and a half million tons of mangoes but exported only 5.4 percent of them. Mango cultivation is widespread in Pakistan, and thousands of people depend on the crop for their livelihood. However, the industry has tremendous room for growth and greater employment.

Mango varieties produced in Pakistan are rated as some of the best in the world due to their particular sweet taste and fragrance. In order to penetrate into international markets, however, mango farmers need to be trained on the most modern, scientific, and cost-effective methods.

One of the major cost disadvantages Pakistani mango farmers face is the high cost of production due to inefficient and excessive use of pesticides and fertilizers. Farmers often apply far greater quantities than necessary, wasting money and putting unnecessary chemicals into the water system. Such high input costs make Pakistani mangoes non-competitive in the international markets, which are currently dominated by countries like Mexico, the Philippines and Brazil – the top three mango exporters in the world.

To address the problem, USAID's Muavan Mango Program introduced a comprehensive training program for farmers in the mango industry. The workshops are conducted by leading plant pathologists and horticultural experts from agricultural universities in Pakistan and have been attended by 642 participants to date. The interventions are estimated to increase the net produce of mango farmers by 20 percent, and will lead to an approximately 10 percent reduction in what farmers have to pay for inputs.

"I can tell that the yield this year will be better in both quantity and quality," says a beaming Sarfaraz Bhatti, owner and manager of a mango orchard in Multan. "Knowing the right time and method of application has helped me reduce the fertilizer and pesticides used at my orchard to almost half. The training from USAID was just in time." Bhatti and farmers like him across the country are thrilled that they can reduce their costs while producing more mangoes. Their orchards are looking healthier than ever, and Pakistan is looking forward to a bumper crop this year.



USAID
FROM THE AMERICAN PEOPLE

PAKISTAN

SUCCESS STORY

Taking Pakistani Fashion International

USAID helps women-owned business in Pakistan expand and Flourish



Photo Credit: FIRMS Project

US Ambassador to Pakistan Anne Patterson opened the fashion show and spoke of the importance of assisting women-owned businesses and the fashion industry of Pakistan: “This is a very exciting event for us. USAID has sponsored a program that teaches women who have been in the business for quite some time and who employ many other Pakistani women, how to market to the West. We have assisted in developing the systems that are required to build long-lasting partnerships critical for business growth and development, and we look forward to seeing these businesses flourish.”

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Despite the fine quality and exquisite detail of the handmade clothing, handbags, shoes, and home décor they sell, most small and medium-sized businesses in Pakistan have been unable to expand beyond limited local markets. Women-owned businesses in particular have to wrestle with the challenges of inadequate market access, limited knowledge of foreign tastes and trends, lack of technical and business know-how, and financial constraints that have hampered their growth.

USAID created the “Pakistan Handmade” initiative to address these challenges and support women-owned businesses in a sector that has enormous potential for economic growth. Twenty-four businesses across the country underwent three months of extensive training on branding and pricing, international tastes, and other export requirements. The training culminated in a gala fashion show and exhibition that gave 14 international buyers the opportunity to view the products, place orders, and develop long-term relationships with the businesses.

“Today we are 50 women, tomorrow we will be 500, and soon we will be 5,000!” exclaimed Samina Fazil, owner of Misha’s Collection, a business that specializes in women’s dresses, as she surveyed the businesses on display at the exhibition. “USAID has helped our businesses grow in so many ways. I now understand how to reach the international market.” Businesses like Misha’s Collection already provide jobs to hundreds of home-bound female artisans, and they can employ many more when they enter export markets and start fulfilling large orders.

A 428% average increase in exports per firm has already been registered as a result of the Pakistan Handmade initiative. Total sales during Pakistan Handmade were \$18,365, and 37 jobs were created immediately as a result of those sales orders. Even more impressively, 1.1 million dollars in sales over the next year have been projected as a result of the initiative, which will create 2,205 new jobs for women who deserve to have their beautiful handiwork enjoyed by the rest of the world.

PROBLEMS AND OBSTACLES

DISTRICT LEVEL

Problems/Obstacles/Issues	Steps Taken to Remedy Them
Swat District security and NOC	Rules were recently changed regarding NOC, which requires each trip, instead of a blanket approval for project personnel, to have its own NOC. Administratively this requirement is difficult and requires more advance planning by the project and less flexibility to move quickly as needed.

ADMINISTRATIVE ISSUES

Problems/Obstacles/Issues	Steps Taken to Remedy Them
Adjusting to programmatic changes	During Year 1, we experienced a number of changes in directives from USAID, some communicated formally, others as part of project discussions. Continuation of funding was unknown for several months. This type of environment creates challenges in motivating staff, moving activities forward, hiring the right type of personnel, and creating/maintaining stakeholder confidence. We hope to have been responsive to USAID's request to reduce the number of sectors, but increase focus and intensity of the work within those sectors. New communications tools were engaged, which are designed to help inform USAID on ongoing or upcoming events. Modification IV should help us contractually move in the direction USAID has requested of us.
Security risks created by disgruntled security subcontractor	In Year 1, we cancelled one of our local security subcontracts, after a thorough review of his treatment of personnel on the project. Several months were spent attempting to provide guidance to the subcontractor, hoping he would change and improve his practices. Unfortunately, he did not and his subcontract was cancelled. Since that time, we believe he has been actively working his own network to try and get our business registration cancelled, maliciously tie our project to Blackwater in local newspapers, and publish our office and guest house residence locations. USAID has provided us excellent support by responding to newspaper inquiries on the incorrect information we believe he is feeding via his network.
Following USAID's directive on May 18, 2010, to cease all national level Gender initiatives and work only within sectors, Gender activities have been suspended. Sectors in which USAID has granted approval to work provide limited opportunity for increasing women's economic participation in a meaningful way.	Gender Strategy based on expected modification has been drafted and will be shared with USAID for feedback.

SECURITY RISKS

Pakistan has been engulfed with terror across the entire country as militants conducted attacks in Baluchistan, KPK, FATA, Punjab and Sindh. The period May 2009 to June 2010 has been the bloodiest yet as FATA emerged to be the epicenter of lawlessness and the Government launched Operation Rah-e-Nijat to wrestle back control of the region. Terrorist outfit Tehrik-i-Taliban Pakistan took a blow when their leader Baitullah Mehsud was killed in a US drone attack on 5th August 2009. His successor Hakeemullah Mehsud and TTP's top suicide trainer were also killed in a drone attack on 14th January 2010. During this period Punjab witnessed a surge in violence with the deadliest attack on two mosques belonging to a minority religious group in Lahore on 28th May 2010 in which more than 90 people were killed. These attacks were preceded by twin bomb blasts in Moon Market, Allama Iqbal Town which killed 45 people and injured over a 100. Suicide bombers detonated a vehicle on 27th May 2009 near offices of the CCPO and ISI in Lahore killing at least 27 people and injuring over 326. Karachi saw a steady increase in terrorist attacks as several militants of the Lashkar-e-Jhangvi (LeJ), who were earlier hiding and fighting in the tribal areas of KPK, reached Karachi to carry out terrorist activities. The deadliest suicide attack in Karachi occurred on 30th December 2009 which killed 45 people. The Government has taken a tough stance by launching counter-terrorism operations and amending the Anti-terrorism Act and Anti-Money Laundering Bill but has failed to contain the volatile security situation. This unstable security situation has required FIRMS Project employees to limit movement depending on the risk category and threat posed within an area.

FEDERAL LEVEL

Security Risks	Steps Taken to Overcome Them
Terrorists have demonstrated the ability to target security forces, government, public and foreign INGO community across the country using suicide bomb blasts and small arms attacks.	Structured Journey Management Levels Risk Managing Tier Levels Solid Threat Assessment Procedures
	Close Protection Operatives Response Team Capabilities Armed Guards at all office & residential locations Enhanced Security Upgrade to all project locations
	Medical Emergency Response Network Police & Military Support Structure Pre-Arrival Briefings and Trainings
	In Country Briefing Solid Information Network Active identification of potential threats Instant Threat Alerts
	Hostile Environment Training Security Awareness Training Cultural and Social Issues Training Man Made Threats Training
	Emergency Response Management Venue Security Mobile Security Anti Ambush Drills Defensive Tactical Driving Continued Training of all project personal
	Up to date Project targeted City Evaluation Reports Up to date Project targeted District Assessments Reports
PROVINCIAL LEVEL	
Security Risks	
KPK/ FATA continues to be at extreme risk as the most number of terrorists attacks have been conducted in this region followed by Baluchistan.	
Punjab is at high risk as terrorist continue to wreak havoc in the province and the recent attacks in Lahore were attributed to the Punjabi Taliban known to be based in Southern Punjab.	
Sindh is also at high risk as militants from LEJ are known to have moved into the province to carry out further terrorist attacks.	
DISTRICT LEVEL	
Security Risks	
Lahore High Risk	
Islamabad High Risk	
Peshawar Extreme Risk	
Karachi High Risk	
Multan High Risk	
Rajapur High Risk	
Ghotki High Risk	
Swat Extreme Risk	
Dir Upper Extreme Risk	
Tank Extreme Risk	
Khanewal High Risk	
Jacobabad High Risk	
Larkana High Risk	
Thatta High Risk	
Quetta Extreme Risk	

ANNEX – A: COMMUNICATION PRODUCTS DEVELOPED

Title	Component	Media Type ⁸¹	Media Name	Release Date	Language	Media Tone ⁸²
FIRMS Intro	FIRMS Overall	One-Pager	N/A	August 3, 2009	English	Positive
One-Pager on the Mango Sector	Private Sector Development	One-Pager	N/A	August 19, 2009	English	Positive
Event Briefing Memorandum: Agro Food Processing Facility – Multan	Private Sector Development	Event Briefer/Press Release	N/A	September 19, 2009	English	Neutral
Family Appreciation Program, Islamabad	Business Development Services	Event Briefer/Press Release	N/A	March 15, 2010	English	Positive
TUSDEC and the USAID Pakistan FIRMS Project sign Memorandum of Understanding	Private Sector Development/PA	Press Release	N/A	December 1, 2009	English	Positive
US Government to support Enhanced Economic Participation of Women	Business Development Services/PA	Press Release	N/A	December 31, 2009	English/Urdu	Positive
Meeting between President, Multan Chamber of Commerce and representatives of the USAID/Pakistan FIRMS Project	Private Sector Development	Press Release	Print	January 8, 2010	English/Urdu	Positive
Spouse Appreciation Program, Multan	Business Development Services	Press Release	Print/electronic	January 9, 2010	English/Urdu	Positive
Training on “Integrated Pest Management (IPM)” for mango growers, held in Multan and Khanewal	Private Sector Development	Press Release	Print	February 11, 2010	English/Urdu	Positive
District Economic Development Strategy Initiative Launched in Multan	Business Enabling Environment	Press Release	Print	March 2, 2010	English/Urdu	Positive
Integrated Pest and Crop Management Training for Mango Farmers - Rahim Yar Khan	Private Sector Development	Press Release	Print	March 16, 2010	English/Urdu	Positive
FIRMS Project Supports Mango Industry	Private Sector Development	Press Release	Print	June 2, 2010	English	Positive

⁸¹ Media Types includes Press Clippings, Press Releases, Radio/TV Interviews, Advertisement and Publications etc

⁸² Media Tone: Positive, Negative or Neutral

ANNEX – A: COMMUNICATIONS PRODUCTS DEVELOPED

Pakistani Style Dazzles International Buyers In U.S.–Sponsored Exhibition	Gender	Press Release/TV Interviews	Print/electronic	June 26, 2010	English	Positive
Franchising for better business; Global GAP certification prepares Pakistani mangoes for the world; Appreciating supportive spouses	Public Awareness (PA)	Bulletin	FIRMS Project Weekly Bulletin	December 9, 2009	English	Positive
Access to Finance for Supporting Small and Medium Entrepreneurs	PA	Bulletin	FIRMS Project Weekly Bulletin	December 14, 2009	English	Positive
Engendering Economic Development in Pakistan	PA	Bulletin	FIRMS Project Weekly Bulletin	December 22, 2009	English	Positive
More Opportunities for Women Entrepreneurs of South Punjab	PA	Bulletin	FIRMS Project Weekly Bulletin	December 30, 2009	English	Positive
Farmers of Sind explore their export potential	PA	Bulletin	FIRMS Project Weekly Bulletin	January 6, 2010	English	Positive
Taking Women Seriously - A Key Ingredient to Sustained Success	PA	Bulletin	FIRMS Project Weekly Bulletin	January 14, 2010	English	Positive
Bedazzled: Pakistani gems and jewelry to take center stage	PA	Bulletin	FIRMS Project Weekly Bulletin	January 21, 2010	English	Positive
Farmers trained in growing and harvesting best practices	PA	Bulletin	FIRMS Project Weekly Bulletin	January 28, 2010	English	Positive
Helping Women Entrepreneurs in the Marketplace	PA	Bulletin	FIRMS Project Weekly Bulletin	February 3, 2010	English	Positive
Pakistani Mango Growers Explore International Markets	PA	Bulletin	FIRMS Project Weekly Bulletin	February 10, 2010	English	Positive
Fruit Logistica opens doors of international markets to Pakistani mangoes	PA	Bulletin	FIRMS Project Weekly Bulletin	February 17, 2010	English	Positive
Leather Industry set to leverage its full potential	PA	Bulletin	FIRMS Project Weekly Bulletin	March 4, 2010	English	Positive
Economic Development at the Core	PA	Bulletin	FIRMS Project Weekly Bulletin	March 12, 2010	English	Positive
USAID to Strengthen Pakistan's Dairy Sector	PA	Bulletin	FIRMS Project Weekly Bulletin	March 19, 2010	English	Positive
Better laws for a better market – USAID to assist	PA	Bulletin	FIRMS Project	March 24, 2010	English	Positive

ANNEX – A: COMMUNICATIONS PRODUCTS DEVELOPED

Pakistan in reform of agricultural regulations			Weekly Bulletin			
Developing Change Agents for Women-Owned Businesses	PA	Bulletin	FIRMS Project Weekly Bulletin	April 1, 2010	English	Positive
Pakistani women entrepreneurs get ready to go international	PA	Bulletin	FIRMS Project Weekly Bulletin	April 8, 2010	English	Positive
Marble Industry: progress toward a level playing field	PA	Bulletin	FIRMS Project Weekly Bulletin	April 16, 2010	English	Positive
Reaching out: Encouraging female mango farmers to join USAID Pakistan's Muavan Mango Program	PA	Bulletin	FIRMS Project Weekly Bulletin	April 22, 2010	English	Positive
USAID Helps Potato Farmers in Swat Find a Strong Market	PA	Bulletin	FIRMS Project Weekly Bulletin	April 30, 2010	English	Positive
USAID's organizational assessment of TUSDEC – Investing in local change agents	PA	Bulletin	FIRMS Project Weekly Bulletin	May 7, 2010	English	Positive
Rebuilding Swat as Tourist Destination	PA	Bulletin	FIRMS Project Weekly Bulletin	May 21, 2010	English	Positive
USAID's support for the rehabilitation of the fisheries in Swat	PA	Bulletin	FIRMS Project Weekly Bulletin	June 1, 2010	English	Positive
Small steps with a big impact	PA	Bulletin	FIRMS Project Weekly Bulletin	June 4, 2010	English	Positive
Mango farmers trained on harvesting and post-harvesting handling	PA	Bulletin	FIRMS Project Weekly Bulletin	June 11, 2010	English	Positive
Women entrepreneurs take center stage at fashion and trade show	PA	Bulletin	FIRMS Project Weekly Bulletin	June 15, 2010	English	Positive
First mango sample shipment from Pakistan reaches UK	PA	Bulletin	FIRMS Project Weekly Bulletin	July 2, 2010	English	Positive
Video on Spouse Appreciation Event in Multan	Business Development Services	Vignettes	Visual	March 5, 2010	English/Urdu	N/A
USAID FIRMS Project Fact File	PA	Fact Sheet	N/A	N/A	English	N/A
Project Overview	PA	Brochure	N/A	N/A	English	N/A

ANNEX – B: LIST OF SUCCESS STORIES

Success Story Title	Component	Project Year	Release Date	Comments
Building Bridges	Private Sector Development	1	September 30, 2009	N/A
Changing Tides	Business Development Services/Gender/PA	1	January 20, 2010	N/A
Growing Gold on Trees	Private Sector Development /PA	1	April 24, 2010	N/A

ANNEX – C: LIST OF COMPLETED DELIVERABLES

Title	Completion Date
FIRMS Overall	
Annual Implementation Plan (revised)	December 17, 2009
Grants Manual	December 31, 2009
Relief Karachi Concept Paper	December 31, 2009
Pakistan Sector Assessment Report	January 14, 2010
Trip Report-Scott Frederick, FIRMS Grants and Subcontracts Advisor	June 6, 2010
Trip Report-Jasen Andersen, Procurement Advisor	June 21, 2010
Trip Report-Scott Spencer, Procurement and Grants Manager	July 22, 2010
Private Sector Development	
Presentation on Mango Value Chain Development Strategy by Dr. David Picha	October 30, 2009
Presentation on Sector Assessments (Draft) by Linda Nemec and Asad Zahoor	October 30, 2009
Mango Value Chain Development Strategy (Final)	November 19, 2009
Transition to A-D Syringes Initial Assessment Report and Presentation	February 16, 2010
Mango Packinghouse Analyses Report	February 26, 2010
Gems and Jewelry Sector Brief/Presentation to USAID	March 9, 2010
Dairy Sector Brief/Presentation to USAID	March 9, 2010
Dairy Sector-Three Year Strategy Phase-I	March 31, 2010
Pakistan's Jewelry Industry: Positioning for Growth	April 5, 2010
Malam Jabba Site Assessment, RFP, and associated documents	May 24, 2010
Mango farms feasibility report- Business plan of Ali Tareen Farms	May 31, 2010
Leather Sector-ThreeYear Strategy Phase I	June 1, 2010
Dates Sector Presentation to USAID	June 3, 2010
Business Development Services	
BDS Franchise Strategy Presentation by Kathleen McDonald	November 18, 2009
BDS Market in Pakistan- Rapid Assessment Report	November 18, 2009
BDServices™: Utilizing the Franchise Business Model to Strengthen Delivery of Business Development Services in Pakistan-Final Report	November 28, 2009
Development Credit Authority Strategy Report – Phase I	December 31, 2009
Commodity Import Program Presentation	March 24, 2010
Commodity Import Program Report	April 6, 2010
Technology Up-gradation and Skill Development Company (TUSDEC) Turn-Around Strategy	May 24, 2010
BDS Delivery Gap Analysis and BDSP Mapping: Sindh: Karachi	April 3, 2010
BDS Delivery Gap Analysis and BDSP Mapping: Sindh: Larkana	February 28, 2010
BDS Delivery Gap Analysis and BDSP Mapping: Sindh: Sukkur	March 4, 2010
BDS Delivery Gap Analysis and BDSP Mapping: Punjab: Multan	March 1, 2010
BDS Delivery Gap Analysis and BDSP Mapping: Punjab: Bahawalpur	February 28, 2010
BDS Delivery Gap Analysis and BDSP Mapping: NWFP: Peshawar	April 2, 2010
BDS Delivery Gap Analysis and BDSP Mapping: NWFP: Swat	March 4, 2010
BDS Delivery Gap Analysis and BDSP Mapping: NWFP: Buner	March 1, 2010
BDS Delivery Gap Analysis and BDSP Mapping: Punjab: Rajanpur	March 31, 2010
BDS Delivery Gap Analysis and BDSP Mapping: Punjab: D.G. Khan	March 1, 2010
BDS Delivery Gap Analysis and BDSP Mapping: Punjab: Khanewal	March 1, 2010

ANNEX – C: LIST OF COMPLETED DELIVERABLES

BDS Delivery Gap Analysis and BDSP Mapping: Sindh: Thatta	February 28, 2010
BDS Delivery Gap Analysis and BDSP Mapping: NWFP: Charsadda	March 29, 2010
BDS Delivery Gap Analysis and BDSP Mapping: NWFP: Kohat	March 31, 2010
BDS Delivery Gap Analysis and BDSP Mapping: NWFP: Lakhi Marwat	February 28, 2010
BDS Delivery Gap Analysis and BDSP Mapping: NWFP: Lower Dir	March 31, 2010
BDS Delivery Gap Analysis and BDSP Mapping: NWFP: Upper Dir	March 31, 2010
BDS Delivery Gap Analysis and BDSP Mapping: NWFP: Bannu	February 28, 2010
BDS Delivery Gap Analysis and BDSP Mapping: NWFP: Tank	March 31, 2010
BDS Delivery Gap Analysis and BDSP Mapping: NWFP: Hangu	April 15, 2010
BDS Delivery Gap Analysis and BDSP Mapping: NWFP: D.I. Khan	April 2, 2010
BDS Delivery Gap Analysis and BDSP Mapping: Sind: Ghotki	March 31, 2010
BDS Delivery Gap Analysis and BDSP Mapping: Sind: Jacobabad	February, 28, 2010
BDS Delivery Gap Analysis and BDSP Mapping: Sind: Shikarpur	March 31, 2010
BDS Delivery Gap Analysis and BDSP Mapping: Baluchistan: Quetta	March 12, 2010
BDS Delivery Gap Analysis and BDSP Mapping: Baluchistan: Qila Abdullah	March 27, 2010
Detailed Report on BDS Market in Pakistan	January 1, 2010
Business Enabling Environment	
Agricultural Marketing Policy and Regulatory Framework –Presentation to USAID	May 18 and 26, 2010
Public Awareness	
Vignettes on Spouse Appreciation Event in Multan	March 5, 2010
Monitoring and Evaluation	
Quarterly Report I	October 30, 2009
AID-Project Training by Alan Johnston from Devis	November 3-4, 2009
Quarterly Report II	January 31, 2010
Spring 2010 Portfolio Review	February 11, 2010
Baseline Survey for Mango Sector	March 30, 2010
Quarterly Report III	April 29, 2010
Award Monitoring Plan (revised)	April 2, 2010

ANNEX – D: WORK PLAN CHANGES⁸³

[illegible]

⁸³ The FIRMS Project Work Plan is an organic document which changes frequently during the course of each quarter in response to changes in the operating environment in Pakistan, in USAID and Department of State priorities, and in the implementation capacities of counterpart organizations. These changes are reflected to the Mission through the COTR's webpage at firms.usaid.org. The changes in the work plan illustrated in the Gantt Charts in Annex E reflect changes as of the date of publication of the charts. Based on the Mission's May 18, 2010 letter, a major modification to the FIRMS Task Order is anticipated in July 2010. The Year 2 FIRMS Project Work Plan will be based on the expected modification.

⁸⁴ Request Type includes Technical Assistance (LOE), Training, Event, Procurement, etc.

ANNEX – E: PROJECT EMPLOYEE LIST

	Name	LHP/LHS	Comp	Position
1	Abdul Aleem Khan	LHP	bee	BEE Specialist
2	Abdul Haye	LHP	hr	Human Resources Director
3	Adil Sultan	LHS	pa	Public Awareness Associate
4	Adnan Shahzad	LHP	ops	IT Specialist
5	Ahmed Nadeem Gill	LHS	fin	Payroll Assistant
6	Ahtsham Yousuf	LHS	ops	Operations Associate
7	Amarah Saeed	LHS	ops	Receptionist
8	Amna Yameen Khan	LHS	fin	Bookkeeper
9	Areefa Azam	LHP	bds	BDS Specialist
10	Arouj Khaliq	LHS	ops	Office Assistant
11	Asma Malik Awan	LHP	bee	BEE Deputy Component Leader
12	Asmara Nomani Mashood	LHP	em	Training/Events Management Specialist for PSD
13	Aurang Zeb Zia	LHP	me	M&E Team Leader
14	Azeem Niazi	LHP	bee	BEE Specialist
15	Azim Azfar	LHP	bee	BEE Liaison
16	Babar Malik	LHP	bds	BDS Specialist
17	Farooq Aslam	LHP	ops	IT Manager
18	Farrukh Mahboob Khan	LHP	psd	Deputy Component Leader PSD
19	Faruque Malik	LHS	ops	Operations Associate
20	Fatima M Khan	LHS	ops	Office Assistant
21	Hamid Javaid	LHP	fin	Finance Director
22	Haroon Shuaib	LHP	pa	Public Awareness Specialist
23	Imran Loius Samuel	LHS	ops	Operations Associate
24	Irum Pervaiz	LHP	fin	Accountant
25	Izzah Shaheen Khan	LHS	proc	Procurement Associate
26	Jahanzeb Khan	LHS	ops	HR & OPS Associate
27	Javarria Ejaz	LHP	bds	BDS Liaison
28	Junaid Lodhi	LHP	proc	SD Specialist
29	Kanita Ahmed	LHP	me	M & E Specialist
30	Kausar Sharif	LHP	proc	Procurement & Subcontracts Manager
31	Khalid Saeed Wattoo	LHP	psd	Workforce Specialist
32	Maleeha Azeem	LHP	me	M&E Specialist
33	Mehak Baloch	LHP	bds	BDS Specialist
34	Mehr Bajwa	LHP	me	M&E Specialist
35	Mian Jamshad Waheed	LHP	psd	SD Specialist
36	Misha Habib	LHP	psd	SD EP Specialist
37	Mohammad Usman	LHS	pa	Public Awareness Associate
38	Mohammed Saleem Ahmed	LHP	proc	Grants Director
39	Mubarika Aijazuddin	LHP	gen	Economic Growth Gender Specialist
40	Muhammad Ammar Abdullah	LHP	fin	Accountant
41	Muhammad Raza Khan	LHP	bds	BDS Liaison - Karachi
42	Muhammad Usman	LHP	ops	IT Specialist

ANNEX – E: PROJECT EMPLOYEE LIST

43	Munira Ajmal	LHP	ops	Office Manager
44	Nadeem Baz	LHS	ops	Office Assistant
45	Naeem Masood Sadiq	LHP	bee	Training/Events Management Specialist for BEE
46	Najam Younas	LHS	ops	Office Assistant
47	Noaman Saeed	LHP	bds	BDS Deputy Component Leader
48	Rabia Bashir	LHS	bds	Business Development Services Associate
49	Rida Nasir	LHS	bds	Business Development Services Associate
50	Rubina Ghous	LHS	ops	Operations Associate
51	Rudaba Nasir	LHS	gen	Gender Associate
52	Sadia Khawar	LHP	psd	SD Specialist
53	Salim Rajani	LHP	psd	PSD Specialist
54	Salman Ahmed Khan	LHP	bds	BDS Specialist
55	Saman Qureshi	LHP	em	Training/Events Management Specialist
56	Sana Ahmad	LHP	proc	Grants Analyst
57	Saniya Shaikh	LHS	ops	Receptionist
58	Sarah Ather Mahmood	LHS	bds	Karachi Coordinator to Director's Office
59	Shagufta Karim	LHP	proc	Procurement & Subcontracts Analyst
56	Shahzad Badar	LHP	pa	Public Awareness Specialist
57	Sonia Harrison	LHP	psd	Export Promotion Specialist
71	Suleman Ghani	LHP	bee	Senior Policy Advisor
15	Syed Farhan Ahmed Shah	LHS	bee	Business Enabling Environment Associate
58	Syed Noman Ali	LHP	bds	BDS Specialist
69	Umair Piracha	LHP	psd	Std & Cert Specialist
59	Uzma Osman	LHP	pa	Public Awareness Specialist
64	Uzma Sahrif	LHP	fin	Accountant
60	Zahid Mehmood	LHP	em	Training/Events Management Specialist for Gender
67	Zainab Kakar	LHS	hr	HR Associate
68	Muaz Zafar	LHS	psd	Private Sector Development Associate
69	Ifrah Gohir	LHS	em	T/E Mgmt Associate
70	Aamnah Mansoor	LHS	em	T/E Mgmt Associate
71	Fawad Khan	LHP	ops	Office Director Karachi
72	Ali Khan	LHP	psd	SD Finance Specialist
73	Jamroz Khan	LHP	psd	SD Horticulture Specialist
74	Muhammad Irfan	LHS	ops	Office Assistant
75	Waqar Ahmed	LHP	psd	SD Sector Advisor (Horticulture)
76	Asma Farook	LHP	pa	Public Awareness Specialist Media and Outreach
77	Umbreen Salim	LHP	pa	Public Awareness Specialist Knowledge Management
80	Fahad Kamal	LHP	bds	BDS Liaison
82	Zille Erum	LHS	ops	Operations Associate
83	Zia Ur Rehman	LHP	pa	Public Awareness Specialist (Web Content Manager)
86	Shahzadullah	LHS	ops	Operations Associate
81	Taimur Khan	LHP	bee	BEE Specialist
88	Adnan Sher	LHP	ops	Office Director Islamabad
87	Minhajuddin	LHS	psd	Technical Field Officer Horticulture, Swat

ANNEX – E: PROJECT EMPLOYEE LIST

89	Muhibullah	LHP	psd	Field Engineer, Swat
91	Naeemullah Khan	LHS	ops	Office Assistant, Islamabad Office
79	Poonam Mazhar	LHP	gen	Economic Growth Gender Specialist
92	Hassaan Ghazali	LHP	bee	BEE Liaison
93	Anwer Ali	LHS	ops	Office Assistant, Islamabad Office
106	Shahid Saleem	LHS	fin	Bookkeeper
94	Zia un Noor	LHS	psd	Technical Field Officer, Sind
95	`Ashfaq Ali	LHS	psd	Technical Field Officer, Sind
96	Abdul Baqi Babar	LHS	psd	Technical Field Officer, Sind
97	Abdul Rehman Channa	LHS	psd	Technical Field Officer, Sind
98	Shoukat Ali	LHS	psd	Technical Field Officer, Punjab
99	Muhammad Khawar Nadeem	LHS	psd	Technical Field Officer, Punjab
100	Muhammad Amer Raza	LHS	psd	Technical Field Officer, Punjab
101	Muhammad Asif Iqbal	LHS	psd	Technical Field Officer, Punjab
102	Muhammad Qadeer Khan	LHS	psd	Technical Field Officer, Punjab
103	Sajjad Rasheed	LHS	psd	Technical Field Officer, Punjab
104	Zahara Khan	LHP	gen	Economic Growth Gender Specialist
105	Madeeha Ali	LHS	ops	Receptionist, Islamabad Office

ANNEX – F: PROJECT INVENTORY

FIXED ASSESTS AS OF JUNE 30, 2010

Sr. No	Asset Category	Amount in PKR	Amount in USD
1	Furniture and Fixtures	8,910,180	106,505
2	Project/Office Equipment	49,287,400	569,329
3	Security Equipment, Offices and Guest Quarters	24,875,184	321,669
4	Computer Equipment/Software	44,919,744	538,181
5	Program Procurement (Equipment for Stakeholders)	27,233,560	323,441
	Grand Total	155,226,068	1,859,125

ANNEX – G: NATIONAL CONTEXT INDICATORS

Name of Indicator	Value	Period	Unit of Measurement	Source
4.1: WEF's Global Competitiveness Index ranking	3.58 (101)	2009-10	Ranking	World Economic Forum
4.2: Economic growth rate	2.0%	2008-09	Percentage	Pakistan Economic Survey
4.3: PKR to USD exchange rate	79.7	FY2008 average	PKR	State Bank of Pakistan's Interbank Floating Average Exchange Rate
4.4: Gross Domestic Product (GDP)(Billion \$)	167.6	2009-10	Rupees	WEF
4.5: Electricity shortfall	3,500	2009-10	Megawatt	Dawn News
4.3.1: Demand for electricity	16,000		Megawatt	
4.3.2: Supply of electricity	12,500		Megawatt	
4.3.3: Electricity generating capacity	14,898		Megawatt	
4.6: Investor confidence	B3 Stable	2009-10	Ranking	Moody's Rating
4.7: Unemployment rate	7.4%	2009-10	Rate	CIA
4.8: Inflation rate	20.3%	2009-10	Rate	CIA
4.9: Trade deficit (Billion \$)	9.559	2009-10	USD	CIA
4.10: Foreign exchange reserves (Million \$)	14,307	2009-10	USD	CIA